

## ACRL Virtual Board Update Information Session

Monday, January 25, 2025, 3:00 – 4:00 p.m. central

[Zoom](#)

Time	Agenda Item
3:00–3:05 p.m.	<b>1.0 Welcome and Introductions (Cawthorne)</b> ACRL President Jon Cawthorne will welcome the Board and guests, and will ask the Board if there are items for New Business.
3:05–3:45 p.m.	<b>2.0 Leadership Council</b>
3:05–3:25 <i>Discussion</i>	<b>2.1 Virtual Leadership Council Fall 2020 &amp; EDI Ideas (Cawthorne)</b> <a href="#">Fall Packet: #11.0, #12.0</a> The Board will review feedback from the fall ACRL Leadership Council evaluation, including breakout session ideas to make ACRL more equitable.
3:25–3:45 <i>Discussion</i>	<b>2.2 Virtual Leadership Council 2021 (Cawthorne)</b> <a href="#">Fall Packet: #13.0</a> The Board will decide if ACRL should hold a virtual Leadership Council in 2021.
3:45–4:00 p.m.	<b>3.0 New Business (Cawthorne)</b>
4:00 p.m.	<b>4.0 Adjournment (Cawthorne)</b>

Association of College and Research Libraries

**Board of Directors Meeting I**

Wednesday, January 27, 2021

1:00–4:00 p.m. CST

Zoom

## Board I Agenda

Time	Item (Document number follows topic description)
1:00–1:01 p.m.	1.0 Call to order (Cawthorne)
1:01–1:05 p.m.	2.0 Welcome & Opening remarks (Cawthorne)
1:06–1:07 p.m.	3.0 Adoption of the Agenda (Cawthorne)
<b>Action</b>	
1:07–1:09 p.m.	4.0 Consent Agenda Full Board (Cawthorne)
<b>Action</b>	<p>[In order to allocate more Board time to the matters of highest priority, it is recommended that we develop a consent agenda for more routine matters on which there is little perceived need for debate or on which more meaningful debate will take place in other forums and need not be repeated in the Board's discussions. We will act on these items as a group. <b>Any item may be removed</b> from the consent agenda if <b>any member</b> of the Board of Directors requests separate consideration of the item. Any separate agenda item can be suggested for inclusion in the consent agenda.]</p> <p>The following items are placed on the consent agenda:</p> <p><b>Confirmation of Virtual Vote</b></p> <ul style="list-style-type: none"> <li>• Annual Conference Proceedings #2.0</li> <li>• Fall Board Proceedings #2.0</li> </ul> <p><b>Approval of:</b></p> <ul style="list-style-type: none"> <li>• Dissolution of the Massive Open Online Courses (MOOCs) Discussion Group #2.2</li> </ul>
1:09–1:10 p.m.	5.0 Consent Agenda Executive Committee (Cawthorne)
<b>Action</b>	<p><b>Confirmation of Virtual Vote:</b></p> <ul style="list-style-type: none"> <li>• ACRL 2021 Virtual Conference #2.1</li> </ul>

<b>Time</b>	<b>Item (Document number follows topic description)</b>
1:10–1:55 p.m. <b>Information</b>	<b>6.0 Goal-area &amp; EDI Updates #3.0</b> The Board will receive updates from its four goal-area committees and the EDI committee.
1:10–1:25	<ul style="list-style-type: none"> <li>Equity, Diversity, and Inclusion Committee (Mary Beth Lock) #8.0</li> </ul>
1:25–1:40	<ul style="list-style-type: none"> <li>New Roles and Changing Landscapes Committee (Erin T. Smith, Marilyn Myers) #4.0, #4.1</li> </ul>
1:40–1:55	<ul style="list-style-type: none"> <li>Research and Scholarly Environment Committee (Charlotte Roh, Thomas G. Padilla) #5.0, #5.1</li> </ul>
1:55–2:10 p.m. <b>Information</b>	<b>7.0 Reports</b> <ul style="list-style-type: none"> <li>President’s Report (Cawthorne) #1.1</li> <li>Vice-President’s Report (Garrison) #1.2</li> <li>Past-President’s Report (Munro) #1.3</li> <li>Councilor’s Report (Bryant) #1.4</li> <li>Executive Director’s Plan for Excellence Activities Report (Malenfant) #1.5</li> </ul>
2:10–2:25 p.m. <b>Information</b>	<b>8.0 Goal-area Updates #3.0</b> The Board will receive updates from its four goal-area committees and the EDI committee. <ul style="list-style-type: none"> <li>Value of Academic Libraries Committee (Amanda L. Folk, Rebecca Croxton) #7.0, #7.1</li> </ul>
2:25–2:40 p.m.	<b>Break</b>
2:40–2:55 p.m. <b>Information</b>	<b>9.0 Goal-area Updates #3.0</b> The Board will receive updates from its four goal-area committees and the EDI committee. <ul style="list-style-type: none"> <li>Student Learning and Information Literacy Committee (Alex R. Hodges, Meg Meiman) #6.0, #6.1</li> </ul>
2:55–3:20 p.m. <b>Discussion/Action</b>	<b>10.0 Awards (Julie Garrison, Karen Munro, Chase Ollis) #9.0, #9.1, #9.2</b> The Board will receive an update on a request to form a new awards task force to review the ACRL awards program.

<b>Time</b>	<b>Item (Document number follows topic description)</b>
3:20–3:30 p.m. <b>Information</b>	<p>11.0 ALA Candidates: 2022-2023 Presidency (Cawthorne)</p> <p>The Board will hear from the candidates for the ALA election. Each candidate will have 3 minutes to address the Board.</p> <ul style="list-style-type: none"> <li>• Stacey A. Aldrich, State Librarian, Hawaii State Public Library System, Honolulu, Hawaii</li> <li>• Ed Garcia, Director, Cranston Public Library, Cranston, Rhode Island</li> <li>• Lessa Kanani'opua Pelayo-Lozada, Adult Services Assistant Manager, Palos Verdes Library District, Rolling Hills Estates, California</li> </ul>
3:30–4:00 p.m. <b>Information</b>	<p>12.0 Open Microphone (Cawthorne)</p> <p>The final thirty minutes of the first Board meeting is set aside for an "open microphone" session when any ACRL member may address the Board. This time is publicly posted on ALA Connect and shared with members through ACRL marketing channels.</p>
4:00 p.m. <b>Action</b>	<p>13.0 Adjournment (Cawthorne)</p>

Association of College and Research Libraries  
**Board of Directors Meeting II**  
Friday, January 29, 2021  
1:00–3:25 p.m. CST  
Zoom

## Board II Agenda

Time	Item (Document number follows topic description)
1:00–1:01 p.m.	12.0 Call to order (Cawthorne)
1:01–1:05 p.m.	13.0 Opening remarks (Cawthorne)
1:05–1:06 p.m. <b>Action</b>	14.0 Adoption of the Agenda (Cawthorne)
1:06–1:20 p.m. <b>Discussion/Action</b>	15.0 Diversity Alliance Task Force (April D. Cunningham, José A. Aguiñaga, Annie Belanger) #14.0 The Board will discussion questions from the ACRL Diversity Alliance Task Force to clarify and prioritize the task force's charge.
1:20–1:35 p.m. <b>Information/Action</b>	16.0 ACRL FY21 Projections & FY22 Preliminary Budget (Malenfant) #11.0, #16.0, #17.0, #17.1 The committee will receive an update on ACRL projections for FY21, as well as the preliminary budget for FY22.
1:35–1:50 p.m. <b>Discussion</b>	17.0 Impact of Pandemic (Allen) #10.0, #11.0 The Board will review current data and discuss the impact of the COVID-19 pandemic on ALA, ACRL, and higher education. The Board will have an opportunity to share the climate on campus.
1:50–2:05 p.m. <b>Information</b>	18.0 Councilor's Update (Bryant) The ACRL Councilor will update the Board on ALA Council resolutions of interest to academic and research libraries or ACRL as a division of ALA.

<b>Time</b>	<b>Item (Document number follows topic description)</b>
2:05–2:20 p.m. <b>Discussion</b>	19.0 Future Strategic Planning (Cawthorne) The Board will discuss how to approach future strategic planning conversations. Given that the one-day in person SPOS in April 2021 is canceled, is there benefit to a short-term planning virtual conversation—outside of regular board meetings—that aims to develop set of near-term, 1-year priorities to guide the work of the Board and goal-area committees? If so, what would that look like?
2:20–2:35 p.m. <b>Discussion/Action</b>	20.0 Revised ACRL Statement on Library Positions (Ippoliti) #13.0, #13.1, #13.2 The Board will review a revised version of the “Statement on Importance of College Library Leadership Positions” that the Board approved at its 2020 Fall Board Virtual Meeting.
2:35–2:55 p.m. <b>Discussion/Action</b>	21.0 ACRL Awards Part II (Julie Garrison, Karen Munro, Chase Ollis) #9.0, #9.1, #9.2 The Board will continue its discussion from the January 27 Board I meeting to discuss and take action on a request to form a new awards task force to review the ACRL awards program.
2:55–3:10 p.m.	22.0 New Business (Cawthorne) <ul style="list-style-type: none"> <li>• Potential Board development activity</li> </ul>
3:10–3:25 p.m.	23.0 Executive Session (Cawthorne)
3:25 p.m. <b>Action</b>	24.0 Adjournment (Cawthorne)

## January/February 2021 ACRL Board Document Inventory

**Purple** = New Documents

**Red** = Pending

**Black** = Included in Packet

Doc #	Document
<b>Doc 1.1</b>	<b>President's Report</b>
Doc 1.2	President-Elect's Report
Doc 1.3	Past-President's Report
Doc 1.4	Councilor's Report
Doc 1.5	Executive Director's Plan for Excellence Activities Report (PEAR)
<b>Doc 2.0</b>	<b>Board action form: Confirmation of virtual actions taken between Fall 2020 and January 2021</b>
Doc 2.1	Executive Committee action form: Confirmation of ACRL 2021 Virtual Conference
Doc 2.2	Board action form: Dissolution of the Massive Open Online Courses (MOOCs) Discussion Group
Doc 3.0	ACRL Plan for Excellence
Doc 4.0	NRCL MW21 Report
Doc 4.1	NRCL Report & Work Plan
Doc 5.0	ReSEC MW21 Report
Doc 5.1	ReSEC Report & Work Plan
Doc 6.0	SLILC MW21 Report
Doc 6.1	SLILC Report & Work Plan
Doc 7.0	VAL MW21 Report
Doc 7.1	VAL Report & Work Plan
Doc 8.0	EDI Committee Report & Work Plan
Doc 9.0	Board action form: ACRL Awards
Doc 9.1	Award Funding Descriptions
Doc 9.2	Member Statements - Awards Program
Doc 10.0	ACRL and CHOICE FY22 Budget Assumptions
<b>Doc 11.0</b>	<b>Timing for FY22 preliminary budget</b>
Doc 12.0	Choice Financial Performance Sep to Dec 2020
Doc 12.1	Choice FY22 First Pass Budget Summary
<b>Doc 13.0</b>	<b>Board action form: ACRL Statement on the Importance of College Library Leadership Positions and Staff</b>
<b>Doc 13.1</b>	<b>Revised Statement on the Importance of College Library Leadership Positions and Staff</b>
<b>Doc 13.2</b>	<b>ACRL Fall Proceedings Excerpt: Library Leadership Statement</b>
Doc 14.0	Board discussion form: Diversity Alliance Task Force
<b>Doc 15.0</b>	<b>ACRL FY22 Preliminary Budget Executive Summary</b>
<b>Doc 16.0</b>	<b>FY20 and FY21 estimates and outlook</b>
<b>Doc 17.0</b>	<b>ACRL Budget &amp; Finance Committee Net Asset Balance Working Group</b>

Doc #	Document
Doc 17.1	ACRL Reserves at CHEMA Associations' Reserve Levels

#### FYI Documents

FYI-1	Task Force Status Chart
FYI-2	ACRL Board Working Group Status Chart
FYI-3	MW21 Division-level Committee Meeting Agendas
FYI-4	ALA Operating Agreement Work Group Info
FYI-5	Board Liaison Assignments 2020–2021



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## **ACRL Officer Report**

**Position: Vice President/President Elect**

**Name: Julie Garrison**

**Report period: November - December, 2020**

**Date submitted: January 7, 2020**

### **Strategic priority activities**

- Held meetings with ACRL Appointments Committee and LRNC to discuss 2021-2022 recruitment, nominations, and appointments timeline/expectations and gather feedback on opportunities to improve our processes, December 2020
- Attended meeting to discuss the future of ACRL awards and the prospect of pausing the award cycle for 2022 to complete a thorough review of awards and current practices

### **Ambassador activities**

- Submitted recommendations for ALA committee appointments to Patty Wong in November 2020

### **Association service**

- ACRL Presidents' Calls, most Fridays

### **Press coverage**

- Call for Volunteers shared on ACRL marketing channels and in *C&RL News* December, 2020

### **Upcoming scheduled activities**

- ACRL Board of Directors Meetings, January 25-29, 2021, Virtual
- ACRL Joint Board/Budget and Finance Committee, February 2, 2021, Virtual
- ACRL Presidents' Call, Every Friday, 1-2 pm ET, Virtual

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## **ACRL Officer Report**

**Position:** Past President

**Name:** Karen Munro

**Report period:** Oct 2020 – Feb 2021

**Date submitted:** January 12, 2021

### **Strategic priority activities**

- Participate on search committee for ACRL Executive Director
- Join ALA governance meetings as possible and strategic
- Participate in Fall and Midwinter Board meetings

### **Ambassador activities**

- I Love My Librarian awards announced

### **Association service**

- Participate on I Love My Librarian award committee
- Participate on Excellence in Academic Libraries award committee
- Thanks to ACRL donors
- Weekly presidents' and ED meetings

### **Upcoming scheduled activities**

- ALA Midwinter meetings (virtual) January 22-29 2021
- ACRL conference (virtual) April 13-17 2021

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## **ACRL Officer Report**

**Position: ACRL Division Councilor**

**Name: Jacquelyn A. Bryant**

**Report period: November 2020 – January 2021**

**Date submitted: January 18, 2021**

### **Strategic priority activities**

- ACRL Fall Board of Directors Meeting (11/16)
- ACRL Fall Board of Directors meeting (11/16)
- Participated in Board discussions as needed

### **Ambassador activities**

- Made thank you calls to ACRL member donors (11/2020, 1/2021)

### **Association service**

- ACRL Government Relations Committee meeting (11/11)
- Attended Black Caucus of the ALA President's presentation to the Nassau County (NY) Library Association and meet and greet (11/16)
- FTWG Session 6 – Topic: ALA Council (11/20)
- ALA Council meeting – Topic: Forward Together Update (12/3)
- Check in with liaison committee chairs (1/2021)

### **Upcoming scheduled activities**

- ACRL January Board of Directors meetings
- ALA Council meetings

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## **Plan for Excellence Quarterly Activity Report (PEAR)**

### **Report Period: November 1, 2020 - January 8, 2021**

This is the first-quarter report of a cumulative report for FY2021.

## **Strategic Goal Areas**

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### **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.

- The VAL Committee launched the Learning Analytics Toolkit, with ongoing updates and revisions underway.

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

- The VAL Committee is monitoring the final round of Library Impact Grant recipients and planning presentations about their work in an ACRL Online Forum discussion this spring.

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

- Project Outcome for Academic Libraries has 3,404 users as of January 4, 2021. To date, 564 academic libraries have created surveys and collected 61,011 responses.
  - Improvements were made to the survey management dashboard, improving the survey creation process for users.
  - The editorial board is updating user resources and planning a series of webinars for the spring.
  - ACRL & PLA developed a "Project Outcome 101" webinar, to be jointly presented twice a year.
  - The VAL Committee co-sponsored a webinar with Project Outcome Editorial Board on December 9, 2020 (see [session recording](#) and [slides](#)).

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

- The VAL Committee is collecting profiles for Equity & Social Justice Spotlight Series on ACRL Insider (to launch in early 2021).

### Student Learning

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

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

- The ACRL Framework Sandbox received 26,423 total page views from September 1, 2020 – January 7, 2021. The Sandbox now provides access to 252 resources. 29 resources were added since September 1, 2020 and 24 new contributor accounts were added during the same time period. The three most popular resources to date (based on download counts) are: (1) Research Question Generator (downloaded 8961 times); (2) The Blueprint for Hip Hop Information Literacy (downloaded 4644 times); (3) Ethical Use of Information in Presentations (downloaded 2779 times).
- With leadership from the Student Learning and Information Literacy Committee's Publications Team additional articles have been published for the *C&RL News* column, "Perspectives on the Framework." The November 2020 issue contained ["Constructing authority: Using the ACRL Framework to connect with underserved students."](#) The January 2021 issue contained ["No need to go big: Teaching Framework concepts with small teaching."](#)
- SLILC has planned the 2021 Midwinter Discussion Forum, "Open and Inclusive Pedagogies from and Beyond Your Living Room."
- SLIC is working with the Framework and SoTL Roadshow teams to continue integration of EDI content into the curriculum, as well as to consider the feasibility of creating a new Roadshow for inclusive teaching practices.
- SLIC is soliciting a call for proposals for the ACRL New Publications Advisory Board-approved book proposal for [Equitable & Inclusive Pedagogy](#).

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

- The National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force is making good progress on developing a conceptual framework as a basis for improving the IL module. One of their initial recommendations is that Project Outcome be further developed to allow users to tag assessments as high-impact practices (HIPs).

### Research and Scholarly Environment

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

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

- The period for project activities undertaken by the seven recipients of ACRL's first Scholarly Communications Research Grants (up to \$5,000 each for work that contributes to more inclusive systems of scholarly communications in areas suggested by the 2019 report *Open and Equitable Scholarly Communications: Creating a More Inclusive Future*) closed on November 30, 2020. Final grant reports are due June 18, 2021, to allow time for dissemination and reflection before the final report is due. Dissemination funds of \$1500 per recipient are available through August 31, 2021.

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.

- Presenters from the ACRL RoadShow "Scholarly Communication: From Understanding to Engagement" have adapted their curriculum for a three-part live webcast series, to be presented in February 2021.

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

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### 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 has a subgroup dedicated to their next topical constellation area, user experience/anthropology. Members of the subgroup are hosting an ACRL Presents webcast tentatively titled "User Experience Lighting Talks" on February 18, 2021, in which members of the subgroup will each have about 5 minutes to discuss a solution they've found to a specific, current user experience problem.

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.

- NRCL's OER subgroup approved the final curriculum for the new ACRL RoadShow "Open Educational Resources (OER) and Affordability" in December 2020. Presenters for the RoadShow have adapted their curriculum for a three-part live webcast series, to be presented in February and March 2021.
- Phase two of NRCL's "Fostering Change" project, following publication of the open access guide and an ACRL Presents webcast, is a paid virtual cohort tentatively called the "ACRL Fostering Change Incubator." Facilitators sent a brief survey to attendees of the ACRL Presents webcast about the cohort to gather information about topics of interest and preferred digital platforms; it closed December 18, 2020. Members of NRCL's change subgroup met with the cohort facilitators on January 12, 2021, to solidify the design of the cohort and begin development of the application process. The first cohort is tentatively expected to launch in May 2021.

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

- Mary Beth Lock, chair of the Equity, Diversity, and Inclusion Committee, is joining NRCL for their January 29, 2021 meeting to discuss the projects each committee has in the works, areas of overlap and gaps, and what they might work on together.

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

*Activities supporting the Core Commitment are listed by goal area or enabling programs and services. Activities that directly support the Core Commitment or do not fit within another category are listed here.*

- In November 2020, the Board approved for the EDI Committee to distribute 50 BIPOC ALA/ACRL memberships. The EDI Committee is finalizing the Call for Volunteers and criteria for a launch in early 2021.
- An ACRL Joint Board/B&F Working Group is reviewing with a financial lens how ACRL is supporting its Core Commitment, and what gaps might need addressed.
- ACRL Diversity Alliance renewals were sent in early December. Renewals are expected to be processed through early 2021. As of January 11, there are 23 institutional members.
- The [ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force](#) will complete its third and final work session to identify the goals of the forthcoming EDI framework. In the spring/summer, the task force plans to draft the Framework and seek comments from the academic and public library community.

## Enabling programs and services activities

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

### Advocacy

#### Strengthening partnerships with other organizations

- Together with ARL and ALA, as part of the Library Copyright Alliance, took the following actions:
  - On December 29, 2020, issued a statement on the impact of two copyright provisions in the omnibus spending bill—extending felony penalties to illicit streaming and establishing a small claims tribunal for copyright infringement—on libraries and library users.
  - On December 22, 2020, issued a statement expressing serious concerns with the discussion draft of the Digital Copyright Act of 2021 released by Senator Thom Tillis, chairman of the Senate Judiciary Subcommittee on Intellectual Property.
  - On December 1, 2020, responded to Chairman Tillis’s questions regarding a possible Digital Millennium Copyright Act reform bill.

### Education

#### Immersion Institutes

- The in-person Immersion Program that was scheduled for August 2021 has been cancelled due to the pandemic. The Immersion Facilitator team is currently working on models for online professional development to be offered during the summer in lieu of the F2F program.

### Licensed Workshops

- In-person workshops are on hold until it is safe to resume large gatherings and travel. RoadShow teams are working to develop online offerings in the interim, which includes webcast series, online courses, and other models. We anticipate being able to offer several of these in FY21.

### ACRL Conference

- The ACRL 2021 Conference, “Ascending into an Open Future,” originally planned for Seattle will take place as a virtual-only event April 13 - 16, 2021. Meeting Play will be the official ACRL virtual platform provider. This professional online environment offers high engagement opportunities for attendees, exhibitors, and sponsors. The keynote speakers Tressie McMillan Cottom and Mona Chalabi have agreed to present virtually and the event will deliver all of the original formats intended for the face-to-face event (only exclusions are preconference and workshops) with over 300 total pieces of content. The virtual conference will offer a mix of semi-live and on-demand programs. Registration will open in January and the ACRL early bird member rate is \$289 for 30 days of access to on-demand and live events.

### Conferences, Preconferences and workshops

- The RBMS Conference will occur as a virtual-only event this summer. The content from the cancelled 2020 RBMS Conference will be reprised and all speakers and scholarship recipients will be invited to participate. The RBMS 2020 Committees received an offer to extend their appointments and the original RBMS 2021 leadership graciously agreed to delay their appoints until the RBMS 2022 event.

### Annual Conference Programs

- ACRL received 45 proposals for 2021 Annual Conference programs. In October, the ACRL Professional Development Committee reviewed and ranked all proposals and the top 20 were sent to ALA Conference Services, who typically handle the notifications in December. However, the decision was made to hold off on notifying all proposal submitters until the structure and format of the 2021 conference is decided upon whether virtual or in-person, which should be in early February. All submitters received a notice informing them of this update.

### Project Outcome for Academic Libraries

- Between October 30, 2020 and January 8, 2021, we offered 1 one-hour paid webinar and 2 one-hour free webinars. The webinars reached a combined total of 439 people live, and the recordings have been viewed 493 times.



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
Research Process, Methods, and Relationships for Academic Librarians Part Two	Webcast	11/12/2020	18	11	79%	88%	43%	14
Research Process, Methods, and Relationships for Academic Librarians Part Three	Webcast	11/19/2020	18	11	79%	90%	71%	15
Student Wellness and Libraries: Contributing to Students Success through the Promotion of Digital Wellness, Activity, and Peer Support	Webcast	12/8/2020	5	5	60%	82%	40%	5

## Member Engagement

### Membership units/Governance

- In early December, the [ACRL Volunteer Call for Volunteers](#) launched and marketed widely through ACRL communication channels. Applications for division-level committees, sections, and editorial boards will be due February 12, 2021.
- On November 16, 2020 the Board approved:
  - The dissolution of the MLA International Bibliography in Academic Libraries Discussion Group.
  - The dissolution of the LIS Collection Discussion Group.
  - The Librarianship in For-Profit Educational Institutions Interest Groups transition from an Interest Group to a Discussion Group.

### Awards

- Nominations were received for 19 awards. Most committees will review nominations and make selections in late January/early February.
- Award committee chairs, section chairs, Board liaisons, and ACRL staff convened at a discussion in mid-December to discuss the future of ACRL's awards program and a possible one-year pause to the program in FY 2022. The Board will consider the proposed pause during in January, with a task force potentially appointed as soon as February 2021, and a pause for the 2022 awards season.

## Membership

The following informal update was provided by the ALA Member Relations and Services Office on January 7, 2021.

- Base on informal data, ALA's membership is at a 7% decline from 2019 and an 8% decline when compared to the same time in 2018. This was an expected decline due to the impact of COVID-19 on library employment and we expect that this trend will continue for the near future before member counts stabilize.
- In December, ALA membership counts usually decrease by approximately 300-500 members. It was a bit of good news to see a less than normal decrease of only 127 members (-0.2%).
- Division memberships currently total 44,155 which is a slight decrease from last month. All divisions experienced a decline in membership ranging from 0.3% - 2.7% when comparing November to December. We can no longer do year-over-year comparisons because of the Core merger.
- ALA's recent membership trend has been to see a decline in Regular Members, and an increase in Student Members. These trends have continued over the past year, and we expect them to continue. We are excited to see such growth and engagement in our Student Members, especially through the joint student membership program with ALA chapters; however, conversion of Student Members to Regular Members will be essential to the long-term success as an organization. Retaining Regular Members, the largest and highest paying personal membership category, is imperative.

## Special events at ALA Conferences

- A number of sections plan to host free virtual happy hour events around the time of Midwinter.
- At this time, most sections are holding off on making solid Annual Conference event plans as they wait to hear what the format of the conference will be this coming year.

## Consulting services

- Strategic planning work for a client was completed December 15, 2020.
- Strategic planning work for a client is continuing.
- Continued providing support to ALA Census 2020 efforts with reports of ALA Census activities completed and articles about the work of libraries to promote the 2020 Census.
- One external review was conducted (virtually) and report preparation is in process.
- Initiated planning of a new consulting service to help institutions address organizational development needs surfaced by the COVID-19 pandemic.

## Fundraising

- Since September 1, 2020, the Friends of ACRL has received \$11,637 from 126 donors (including 28 new donors). The Advancement Fund stands at \$27,054; the ACRL Conference Scholarship Fund has \$52,016, and the RBMS Scholarship Fund has \$23,768. The Giving Tuesday campaign received donations from 107 donors.

## Publications

### COVID-19 Publications

- C&RL News published the following articles related to the pandemic in the November-January issues: [“Caring for our colleagues: Wellness and support strategies for remote library teams,”](#) [“Academic libraries and research in flux: Global conversations in times of COVID-19,”](#) and [“From peril to promise: The academic library post-COVID-19.”](#)

### Non-periodical Publications

Five new titles have published through January 2021:

- Reflections on Practitioner Research: A Practical Guide for Information Professionals, edited by Lee Ann Fullington, Brandon K. West, and Frans Abarillo
- The Library Outreach Cookbook, edited by Ryan L. Sittler and Terra J. Rogerson
- Student Wellness and Academic Libraries: Case Studies and Activities for Promoting Health and Success, edited by Sara Holder and Amber Lannon
- Faculty-Librarian Collaborations: Integrating the Information Literacy Framework into Disciplinary Courses, edited by Michael Stoepel, Livia Piotta, Xan Goodman, and Samantha Godbey
- Approaches to Liaison Librarianship: Innovations in Organization and Engagement, edited by Robin Canuel and Chad Crichton

The next title to publish will be:

- Training Research Consultants: A Guide for Academic Libraries, edited by Mary K. O’Kelly and Jennifer Torreano

### Library Statistics

- The 2020 ACRL Academic Library Trends and Statistics Survey is in the field and will close on February 28, 2021. As of this writing, 158 libraries have completed the survey.

### Standards and Guidelines

- A new [ACRL Framework for Impactful Scholarship and Metrics](#) was approved by the Board at its Fall 2020 meeting.
- See EDI section (page 4) for update on the ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force.

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
<b>Framework for Information Literacy for Higher Education Stats</b>					
Online visits	27,033				27,033
Print distribution	0				0

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
<b>Standards for Libraries in Higher Education Stats</b>					
Online visits	4,845				4,845
Print distribution	0				0
<b>ACRL Insider Stats</b>					
Posts	43				43
Page Views	17,734				17,734
<b>ACRLog Stats</b>					
Posts	15				
Page Views	19,365				19,365
<b>ACRL TechConnect Stats</b>					
Posts	0				0
Page Views	91				91
<b>VAL Blog Stats</b>					
Posts	0				0
Page Views	1,637				1,637
<b>College &amp; Research Libraries</b>					
Online Access Stats (total access across content formats)	373,548				373,548

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
<b>C&amp;RL News</b>					
Online Access Stats (total access across content formats):	362,019				362,019
<b>RBM</b>					
Online Access Stats (total access across content formats):	32,666				32,666
<b>Social Media</b>					
Facebook Followers	8,324				
Twitter Followers	21,475				
Pinterest Followers	400				
Instagram Followers	1,143				
YouTube Followers	1,768				

### College & Research Libraries

- Issues published on a regular schedule.
- The search committee for the next C&RL editor, composed of editorial board and PCC members, posted the call for nominations/applications in December 2020 with a deadline of January 29, 2021. The goal is to have the new editor approved by the Board by the end of June 2021 so they can work with the current editor for a year as editor-designate before taking over the editorship in July 2022.

### C&RL News

- Issues published on a regular schedule.
- The editor-in-chief is working with constituency groups on a proposal for the future of C&RL News in print for the Board's January 2021 meeting. The editor-in-chief presented a preliminary overview of

information related to the magazine's print model at the Board's fall meeting and received instructions to continue the process and make recommendations.

#### RBM

- Issues published on a regular schedule.

## CHOICE

### November–December 2020

This report covers the period November and December 2020, a span punctuated by three holidays and a one-week association-wide furlough, effectively reducing the reporting period to six weeks.

CHOICE REACH: AY2020-21 YTD	
Choice360	76,852 page views
<i>Choice Reviews</i>	277,552 page views
Webinars (18)	16,688 registrants; 7,780 attendees
Podcasts	6,344 downloads
Newsletters	19,518 subscribers
Choice Media Channel	68,852 videos viewed

### Racial Justice Initiative

As we noted in October, Choice has embarked on a new editorial initiative, the goal of which is to publish important and timely work in the area of racial and social justice. Moving beyond our previous efforts to improve the discovery and evaluation of works in this area, at the close of the year we reached an agreement with Alexia Hudson-Ward, Associate Director for Research and Learning at the Massachusetts Institute of Technology libraries, to serve as the editor in chief of a new racial justice topic strand in Choice publications.

The creation of this position has no precedent at Choice and is an acknowledgement of the foundational significance that racial justice has for our society.

Under Ms. Hudson-Ward's guidance, Choice will publish a series of blog posts, podcasts, and webinars on a variety of racial and social justice topics, including, among other things, organizational design; organizational management; open access; workforce engagement; programming and outreach; workplace learning and development; systemic racism; anti-racism; implicit bias; social justice; and ableism. In furtherance of this, the editor in chief will be responsible for identifying specific topics, identifying and commissioning contributors and presenters, overseeing the content-development process, and writing and/or presenting materials herself.

As 2021 gets underway, we are working with Ms. Hudson-Ward to develop a project plan and publication schedule, which we will present in detail in the next installment of this document.

### Choice360.org Relaunch

In early December Choice staff members met with our website developer, Web Solutions, to talk about SEO and how to maximize discovery of and engagement with the new Choice360.org site. At the same time, we discussed design changes that will be needed to create a distinctive look and feel to the racial justice content

published in The Open Stacks (the Choice blog). A quote for these services was prepared by Web Solutions and delivered just prior to the end of the year.

### Choice Reviews and Choice magazine

During November and December of 2020, Choice reviewers and editors added 691 reviews to the *Choice Reviews* database.

- Number of reviews as of 31 December 2020: 216,823
- *Choice Reviews*: Subscribing Institutions: 960. Registered users: 12,317
- *Choice* magazine: Subscribing Institutions: 667

**TABLE 1: CHOICE REVIEWS USAGE STATISTICS, AY2020-21 YTD**

	Sessions	Page Views	Searches	Readings	Unique Reviews Read
Sep	9,527	66,608	33,450	37,364	13,181
Oct	12,313	79,462	39,378	44,019	14,051
Nov	11,631	73,443	36,177	39,897	13,888
Dec	8,021	58,039	29,585	32,184	11,200
TOTAL YTD	41,492	277,552	138,590	153,464	52,320

Choice review production has returned fully to a print-based book distribution and assignment operation. Publishers are back to traditional, mail-based distribution of review copies, and Choice editors currently have plenty of books to assign. That said, the US Postal Service continues to face service disruptions, resulting in delays in delivery of books to reviewers and, consequently, delays in review publication dates. Hopefully this situation will improve now that the end-of-year holidays are behind us.

### Marketing

#### *Choice Reviews:*

During the initial campus shutdowns this past spring we offered subscribers to Choice print-based products (magazine and cards) free access to *Choice Reviews* through December 2020. With the continued uncertainty and abbreviated in-person semesters suffered by many institutions, we have extended this offer through March 2021. An email campaign offering discounted *Choice Reviews* access to print subscribers will be sent in February 2021.

#### *Outstanding Academic Titles*

The 2020 Outstanding Academic Titles were unveiled in the December issue of *Choice* magazine and also in *Choice Reviews*. Again this year we are offering a weekly eNewsletter delivering curated mini lists of OATs to non-subscribers. The weekly newsletter subscriber sign-ups have grown by 19% since 2019, with strong open and click rates.

#### *Data Management*

In late October we transitioned our email marketing platform for eNewsletters from Constant Contact to MailChimp. MailChimp has been integrated into the new version of Choice360.org, making our collection of new eNewsletter subscribers seamless and efficient. The data management project to tag, segment, and standardize contact information in Mailchimp continues, with a goal of May 2021 for completion.

## Resources for College Libraries

RCL and RCL *Career Resources* subject editors added sixty-seven titles during this period. Total database title holdings have dropped to 100,124 since the last reporting period owing to our ongoing weeding project. Administrative work to conclude the 2020 editorial calendar and prepare for the 2021 editorial year was underway, including processing honoraria and letters of acknowledgment, distributing new subject editor agreements, and recruiting for editorial vacancies. In product development news, the *Bowker Book Analysis System* (BBAS) upgrades and design enhancements were released to customers.

## Choice-ACRL Webinars

In the period November and December, 2020, Choice hosted seven sponsored webinars, with 4,372 total registrations (624 average registrations per webinar) and 2,093 attendees total (averaging 299 attendees per webinar). The best attended webinar was "Impacts of COVID-19 on Education and Remote Learning. What comes next?" (1,249 registrants, 641 attendees).

**TABLE 2: CHOICE/ACRL SPONSORED WEBINARS, AY2020-21 YTD**

Date	Sponsor	Title	Regs	Parts
9/10/2020	APA	A Step-by-Step Guide for APA Style Student Papers	3167	1,494
9/15/2020	ProQuest	Confronting Hard History: Using Primary Sources to Teach Slavery, Civil Rights and Black Lives Matter	2586	1,297
9/22/2020	Cambridge	Transitioning to Open Research: Publisher and Librarian Perspectives in 2020	766	348
9/24/2020	Springer	Best practices for acquiring and implementing an eBook collection"	930	467
9/29/2020	RCL	Qualitative Collection Assessment — Building Authoritative and Accessible Collections	1003	390
9/30/2020	Springer	Sick of COVID-19? Listen in for the source on the latest research, drug development and treatments	345	148
10/1/2020	BibliU	Equity and Access in the Age of COVID-19: How Academic Libraries Can Build a Better Digital Content Strategy	1079	480
10/8/2020	Overdrive	Building a digital library to support remote learning during COVID-19	648	244
10/13/2020	ProQuest	How to Uncover Diverse Voices for Research and Teaching: Strategies with Primary Source Archives	944	451
10/15/2020	Springer	Using past research to solve today's global pandemic: The power of Nature archives	223	81
10/22/2020	Adam Matthew	The changing face of children's literature, ca.1820-1920	625	287
11/10/2020	AAAS	Science, the press, and the public: Working with authors to convey research results	294	111
11/12/2020	ProQuest	Dissertations Development: Giving Students the Tools to Produce Better Outcomes	719	305
11/17/2020	OECD	Impacts of COVID-19 on Education and Remote Learning. What comes next?	1249	641
12/1/2020	OECD	Impacts of COVID-19 and the Outlook for an Economic Recovery in 2021 – Insights from the OECD	647	351
12/8/2020	Face to Face Media	Teaching Environmental Justice with Documentaries	264	123
12/10/2020	ProQuest	New Trends in Business Education: What Librarians Need to Know	748	399
12/15/2020	OECD	Job Creation and Local Economic Development 2020: Rebuilding Better	451	163
		<b>TOTAL</b>	16,688	7,780



## Podcasts

### *The Authority File*

The Authority File continues to post strong numbers, with a current average of 1,387 downloads per month. November saw two sponsors posting two separate programs, Taylor & Francis posted a series on libraries' responses to COVID-19, and Wilfrid Laurier hosted a podcast on the biography of noted Canadian writer Timothy Findley. December brought a series on the Canadian response to COVID-19.

**TABLE 3: AUTHORITY FILE AUDIENCE, AY2020-21 YTD**

	<b>Audience</b>
September '20	2,744
October '20	1,111
November '20	1,435
December '20	1,054
<b>Total</b>	<b>6,344</b>
<b>Avg.</b>	<b>1,586</b>

### *The Authority File Episodes, November and December 2020*

In November and December 2020, 12 Authority File podcasts episodes were published, with approximately 160-170 listens per episode.

### *Sponsored Content*

Choice recently expanded its custom content offerings with the addition of sponsored case studies. These are short, vendor-supported reports that examine how an academic library successfully solves a challenge by implementing a new product or service. These reports describe the challenge, how the library researched a solution, how it executed the solution, and what the results were. Case studies are fully designed, two-page features that can include images, data points, and other graphic details along with the study itself. They are clearly labeled with sponsor logos and as "Custom" or "Sponsored" content.

## Operations

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

### *Staff*

- In early December, Tory Ondrla completed "Virtual Event and Meeting Management," a 6-week professional development course which carries 20 Certified Meeting Professional (CMP) hours and is recognized by the Events Industry Council. Her new knowledge provides valuable improvements to planning for the ACRL 2021 virtual conference.
- In November 2020, Gena Parsons-Diamond was promoted from Program Coordinator to Program Officer. In her new role, she will be the staff liaison for Project Outcome.
- The call for applications for the position of ACRL Executive Director was posted on October 9, 2020. Telephone screening of semi-final candidates has been completed and will be ready for review by the search committee at their next meeting scheduled for after ALA mid-Winter meeting.

### ACRL Staff & ALA

- ALA continues implementing furloughs across all of its units, offices, and divisions this fiscal year. All ALA employees were furloughed the week of Sunday, December 20 – Saturday, December 26, 2020.
- ACRL Interim Executive Director Kara Malenfant continues to serve as a staff member of the ALA Operating Agreement Working Group.
- ACRL Program Coordinator Lauren Carlton continues to serve on a staff group to support ALA Connect. Lauren attends bi-weekly Connect meetings with ALA staff as the ACRL staff representative. She tracks new features to relay to ACRL staff and members, helps manage privacy settings of ACRL Connect spaces and has been working to set up discussion lists in Connect to provide a smooth transition for ACRL members from Sympa to ALA Connect.
- ACRL Content Strategist Erin Nevius is serving on the stakeholder group helping to identify and transition to a new warehousing and fulfillment vendor for sales of ALA books, posters, promotional items, and physical awards seals as our current vendor, PBD, is ceasing those operations in June 2021.

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## Board of Directors Action Form

To: ACRL Board of Directors  
Subject: Confirmation of virtual vote: Fall 2020 to Midwinter 2021  
Submitted by: Allison Payne, ACRL Program Manager for Strategic Initiatives  
Date submitted: January 5, 2021

### Background

The Board virtually reviewed and voted on the following action request. Comments were collected via ALA Connect, typically for a one-week period. Following the discussion period, Board members voted virtually via an online poll, typically for a one-week voting period.

Per the ACRL Guide to Policies and Procedures: [Chapter 2: Board of Directors and Executive Committee, 2.6 Voting](#), "If a conference call is held and votes are taken, or votes are taken through e-mail or regular U.S. mail, Board members are asked to confirm their vote in open session at the next regularly scheduled Board meeting." The Board would usually confirm asynchronous virtual votes at its next face-to-face meeting, but due to the uncertainty about when in-person meetings will resume, confirmation of asynchronous virtual votes are now taking place at the next synchronous virtual meeting.

The following asynchronous virtual votes were completed between Fall 2020 and Midwinter 2021:

- ACRL Board Proceedings – Annual 2020
  - [Virtual Discussion](#): 12/8/2020–12/15/2020
  - [Virtual Vote](#): 2/16/2020 – 12/30/2020
- ACRL Board Proceedings – Fall Board 2020
  - [Virtual Discussion](#): 1/11/2020–1/17/2020
  - [Virtual Vote](#): 1/19/2020 – 1/24/2020

### Action Recommended

That the ACRL Board of Directors confirms its asynchronous virtual votes taken between Fall 2020 and Midwinter 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.

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

● Page 1

☐ 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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## Executive Committee Action Form

To: ACRL Board of Directors  
Subject: Confirmation of virtual vote: ACRL 2021 Conference  
Submitted by: Allison Payne, ACRL Program Manager for Strategic Initiatives  
Date submitted: January 5, 2021

### Background

On June 23, 2020, during the ACRL Virtual Board Meeting, the Board approved the ACRL Conference Assessment Plan, which allowed the ACRL Executive Committee and Interim Executive Director to take action on the ACRL 2021 Conference.

During September 28-30, 2020, the ACRL Executive Committee and ACRL Interim Executive Director approved, through an emailed virtual vote, approved a recommendation that the face-to-face portion of the ACRL 2021 Conference planned originally for April 14-17, 2021 in Seattle, Washington be cancelled and continue as a virtual-only event held over approximately the same dates.

Per the ACRL Guide to Policies and Procedures: [Chapter 2: Board of Directors and Executive Committee, 2.6 Voting](#), "If a conference call is held and votes are taken, or votes are taken through e-mail or regular U.S. mail, Board members are asked to confirm their vote in open session at the next regularly scheduled Board meeting." The Board/Executive Committee would usually confirm asynchronous virtual votes at its next face-to-face meeting, but due to the uncertainty about when in-person meetings will resume, confirmation of asynchronous virtual votes are now taking place at the next synchronous virtual meeting.

### Action Recommended

That the ACRL Executive Committee confirms its asynchronous virtual vote taken to approve that the face-to-face portion of the ACRL 2021 Conference planned originally for April 14-17, 2021 in Seattle, Washington be canceled and continue as a virtual-only event held over approximately the same dates.

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



## Board of Directors Action Form

To: ACRL Board of Directors

Subject: Dissolution of the Library Support for Massive Open Online Courses (MOOCs) Discussion Group

Submitted by: Lauren Carlton, Program Coordinator ACRL

Date submitted: November 20, 2020

### Background

This group has seen low involvement in the last few years as they have not been able to find a new convenor or held in person or virtual discussions. After reaching out three times to the most recent convenor of the group, whose term ended June 30, 2019, he agreed that dissolving the group was the next best step.

### Stakeholders

Most recent convener agrees to dissolve.

### Fiscal and Staffing Impact

If approved, staff will update the Directory of Leadership, Board manual, and membership materials. Staff will work with ALA IT to remove the ALA Connect group and discussion list. This will slightly impact staff time as there is one less group to track and schedule for meetings now.

### Action Recommended

That the ACRL Board of Directors approves the dissolution of the Library Support for Massive Open Online Courses (MOOCs) Discussion Group.

### Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

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☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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





# Plan for Excellence

## Association of College & Research Libraries

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

*Reaffirmed September 2013. Revised November 2019.*

## Preamble

The strengths and capacities of ACRL have enabled the association to sustain exemplary programs and results for its members and to shape policies and practices of vital interest to higher education.

ACRL's Plan for Excellence continues that path and focuses attention on four areas that capitalize on our strengths, deliver high member value, and heighten our impact:

- Value of Academic Libraries
- Student Learning
- Research and Scholarly Environment
- New Roles and Changing Landscapes

These strategic areas will be supported by financial and operational planning, and will guide the development and implementation of programs and services that target education, advocacy and member engagement.

ACRL's leadership views strategic thinking and planning as an ongoing process. Adoption of this plan for excellence affirms the general intent and direction articulated by the association's core ideology, envisioned future, shorter-term goals, and objectives. Progress will be assessed annually and will guide the operational planning process. The plan for excellence will be updated based on achievement of the goals and their continued relevance as new needs and opportunities arise.

## Timeless Core Ideology

### Core Purpose

To lead academic and research librarians and libraries in advancing learning and scholarship.

### Core Organizational Values

ACRL is committed to:

- visionary leadership, transformation, new ideas, and global perspectives
- exemplary service to members
- equity, diversity, and inclusion
- integrity and transparency
- continuous learning
- responsible stewardship of resources
- the values of higher education, intellectual freedom, the ALA Ethics policy, and "The Library Bill of Rights"

## Core Commitment

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

## Long-term Envisioned Future Vision

Academic and research librarians and libraries are essential to a thriving global community of learners and scholars.

### Vivid Description of a Desired Future

ACRL elevates the position, recognition, and impact of all academic and research libraries and librarians as catalysts in exceptional research and learning. Academic libraries play a critical role in building diverse, welcoming, and equitable communities; developing inclusive organizations, spaces and services; guarding against policies and practices that intentionally or unintentionally create racial inequalities; embodying diversity in the profession; and creating conditions so that all users are respected and supported in their intellectual dialogues and pursuits. Librarians and their colleagues design services that provide scholars and learners the unfettered ability to create, access, evaluate, and use knowledge. College and university students are information literate, informed scholars and citizens who value the opinions, perspectives, and experiences of others. Facile use of information sources and discovery techniques enables them to succeed in their coursework and future careers preparing them to lead new national and global initiatives. Partnering with academic librarians to collect and organize research data, faculty break new ground in their respective fields. Academic libraries, constantly transforming to meet the evolving needs of their campuses, are central to educational and research efforts.

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## Five-Year Goals and Objectives

### Value of Academic Libraries

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

#### *Proposed Objectives:*

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

### Student Learning

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

#### *Proposed Objectives:*

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



### Research and Scholarly Environment

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

#### *Proposed Objectives:*

1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.
2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship, and power and privilege in knowledge creation systems.
3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

### New Roles and Changing Landscapes

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

#### *Objectives:*

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



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## **Advancing the Plan for Excellence Goal-area Committee Midwinter Report**

**Goal area:** New Roles and Changing Landscapes

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

**Committee name:** ACRL New Roles and Changing Landscapes Committee

**Committee Charge:** To oversee and implement ACRL's New Roles and Changing Landscapes goal, as described in the strategic plan; work with the ACRL Board and other ACRL units in creating a comprehensive effort including coalition building, professional development, publications, research, advocacy, diversity, and consultation services and in developing the ACRL New Roles and Changing Landscapes Initiative; and monitor and assess the effectiveness of this initiative.

### **Committee Leadership**

- Chair: Erin Smith
- Vice-chair: Marilyn Myers
- Board liaison: Jeanne Davidson
- Staff liaison: Erin Nevius

Report submitted by: Erin Smith and Marilyn Myers



## Midwinter Committee Report

### Report Objective

This report is intended as a brief mid-year overview to keep the Board apprised of the committee's progress towards advancing the [Plan for Excellence](#). Please provide concise answers in a bulleted format to share information and issues with the Board prior to your discussion at Midwinter Meeting. The time at Midwinter may then be used to engage in a dialogue with the Board. This report will be included in the committee's official record of activities maintained by the ACRL office.

### Accomplishments

*In the following section, provide a brief update on projects advancing the annual work plan progress for each objective.*

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

##### *Ongoing activities*

- Continuing to work with curriculum designers/presenters to finalize the content of the Open Educational Resources and Affordability RoadShow.
- Working to identify how ACRL could support those working in User Experience/Anthropology, with a particular focus on the impact of the COVID-19 pandemic on the library experience.

##### *Upcoming activities*

- Present the OER RoadShow as a webcast in late February/early March to coincide with Open Education Week (tentative).
- Present "Let's Keep Doing This!" an ACRL Presents lightning talk on February 18 about changes to the user experience brought about by the pandemic, but that work so well they will be permanent improvements to our systems and services.

#### 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.

##### *Ongoing activities*

- Promoting of *Fostering Change: A Team Based Guide* (available for free from ACRL at <http://www.ala.org/acrl/publications/booksanddigitalresources/digital>)

### ***Upcoming activities***

- Work with the authors of *Fostering Change* to develop and launch a fee-based cohort experience based on the Guide.
- Host an *ACRL Presents* lightning talk about changes brought by the pandemic (discussed under Objective 1 also supports this Objective).

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

### ***Ongoing activities***

- Developing Diversity Pipeline projects by connect with others with the goal of learning about other diversity work happening across the organization in order to identify gaps/overlap and possible areas for collaboration.
- Exploring opportunities & recommend support structures with/for i/library schools related to EDI initiatives, for libraries in order to support new professionals from diverse backgrounds, and for libraries related to the retention of professionals from diverse backgrounds

### ***Upcoming activities***

- Meet with Mary Beth Lock, chair of the EDI Committee, during our January meeting.

### **Challenges**

Describe any challenges or threats the committee faces in executing the work plan. Are there any expected changes for ongoing projects?

- The pandemic definitely altered our plans for the OER RoadShow work; however, we do feel that it will be valuable as a virtual experience.
- Since good EDI work is happening across the organization, we thought it wise to take “unplanned” time to discover what is being discussed (or is already in the works) by others. This will mean a slower process, but a better end project.

### **Priorities**

What will be the committee’s priorities between Midwinter and Annual Conference?

- Launch of the OER RoadShow (webcast)
- Host the *ACRL Presents* lightning talk about UX changes during (and after) the pandemic.
- Development of a Cohort experience for *Fostering Change*.
- Develop (and perhaps launch) a practical, useful resource/opportunity for libraries and librarians through the Diversity Pipeline project.

### **Environmental Scan**

Is there anything new of note in this area in the larger higher education community?

- The pandemic's lasting/long term effect on higher education, particularly its financial impact, is definitely looming large.

### **Board Discussion**

What does the committee need from the Board at this point? Are there any other items you would like to discuss during your time together at Midwinter?

- Not at this moment, but feedback/input on our activities and plans is always appreciated!



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

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 31, 2020**, the outgoing chair should post the combined template with only the 2019–2020 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, staff liaison should all review and approve the work plan. By **August 15, 2020**, the incoming chair should post the combined template with the 2019–2020 report and 2020–2021 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2020 through June 2021.

Committee Name & Charge	
<b>Committee Name:</b>	New Roles & Changing Landscapes Committee
<b>Charge/Tasks:</b>	To oversee and implement ACRL's New Roles and Changing Landscapes goal, as described in the strategic plan; work with the ACRL Board and other ACRL units in creating a comprehensive effort including coalition building, professional development, publications, research, advocacy, diversity, and consultation services and in developing the ACRL New Roles and Changing Landscapes Initiative; and monitor and assess the effectiveness of this initiative.

2019–2020 Leadership (terms: July 1, 2019–June 30, 2020)	
<b>Chair:</b>	Dr. Jolie O. Graybill
<b>Vice-Chair:</b>	Erin Smith
<b>Board liaison:</b>	Jeanne Davidson
<b>Staff liaison:</b>	Erin Nevius
<b>Other leaders:</b>	

2020–2021 Leadership (terms: July 1, 2020–June 30, 2021)	
<b>Chair:</b>	Erin Smith
<b>Vice-Chair:</b>	Marilyn Myers
<b>Board liaison:</b>	Jeanne Davidson
<b>Staff liaison:</b>	Erin Nevius
<b>Other leaders:</b>	

Report & Work Plan Submission			
<b>Year-end report written by:</b>	Dr. Jolie O. Graybill	<b>Date:</b>	7/13/2020
<b>Work plan submitted by:</b>	Erin Smith	<b>Date:</b>	

## 2019–2020 Year-end Report

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

### 1. What were the major projects/activities accomplished by your committee in the 2019–2020 membership year (July 1, 2019 to June 30, 2020)?

- The Open Educational Resources and Affordability RoadShow was developed by the Committee with a call for curriculum designers/presenters from which the Committee interviewed and selected four designers/presenters. The RoadShow was scheduled to debut at ALA Annual 2020 but was delayed due to the conference cancellation and pandemic; an online version is scheduled to launch fall 2020.
- The Leading Change course is an asynchronous online learning course designed to give library teams the capability and confidence to lead change in their academic library and on their campus. Three curriculum designers were hired in February 2019 and submitted their final draft in July 2020. This project grew to include a Phase 2 (Change Course Phase 2 – Digital Cohort Model) scheduled for fall 2020.
- Diversity Pipeline reboot
- Identified next constellation topic with input from the Board: User Experience/Anthropology

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

- The Open Educational Resources and Affordability RoadShow was developed, an open and competitive call for curriculum designers/presenters launched, final candidates interviewed and hired, and the initial draft of the curriculum completed and reviewed by NRCL OER subgroup..
- The Leading Change online learning course has progressed to near completion and launch, with a Phase 2 Digital Cohort Model emerging.
- Diversity Pipeline constellation re-worked to be more manageable for committee size with initial focus of work on 3 of the 6 original “fishbone” topics.

### 3. Which if any 2019–2020 projects will continue next year?

- The Leading Change course Phase 1 launch and Phase 2 Change Course Phase 2 – Digital Cohort Model.
- Diversity Pipeline focusing on 3 of the 6 “fishbone” components, and then moving next year to the next 3 components.
- Newly identified next constellation, User Experience/Anthropology.
- Open Educational Resources and Affordability RoadShow launch and oversight.

### 4. What worked well?

Two of the constellation projects really took off and materialized into excellent projects, the Open Educational Resources & Affordability RoadShow and the Leading Change course Phase 1 which also grew into Phase 2 Digital Cohort Model.

We were also able to identify, with input from ACRL leadership – a new constellation project focus of User Experience/Anthropology.

### 5. What could have worked better?



The Diversity Pipeline constellation project got put on hold last year due to the committee accepting the CUPA HR project that had a deadline of June 2019, and was a project that required the entire committee accepting responsibilities and tasks in order to complete. Because of the interruption, it has presented some challenges in getting the committee back on board/track, as well as excited to move forward. The Diversity Pipeline project is complicated and multi-faceted, and the committee was able to re-evaluate how the work was structured making a decision to concentrate on 3 facets initially and move on to the other 3 facets as a part of next year's work.

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

The Diversity Pipeline constellation project focuses solely on a demonstrated commitment to equity, diversity, and inclusion and the intention of the work is to have an impact within ACRL and 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)?**

The NRCL committee members involved have made the committee work rewarding; the way our two main projects have moved along growing into viable projects with actual launch dates; and the one project growing into a Phase 2 Digital Cohort; identifying how to break the Diversity Pipeline project into more manageable pieces as well as successfully identifying a viable new constellation project.

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

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #1	
<b>Activity Name:</b>	Open Educational Resources and Affordability RoadShow
<b>Brief Description:</b>	We plan to launch an online version of the Roadshow in fall 2020. As was noted in our 2019-2020 Year End Report, this RoadShow was scheduled to debut as a face-to-face experience at ALA Annual 2020 but was delayed due to the conference cancellation and pandemic. In addition to the launch of the online Roadshow, committee will continue the work of identifying and integrating long-term oversight responsibilities.

Activity #1 Timeline	
<b>How long will it take to do this project?</b>	
<input checked="" type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

<u><a href="#">ACRL Plan for Excellence</a></u>	
<b>Check the best goal and objective.</b>	
<b>Value of Academic Libraries</b>	
<b>Student Learning</b>	
<b>Research and Scholarly Environment</b>	
<input checked="" type="checkbox"/>	<b>New Roles and Changing Landscapes</b> 1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.
<b>Core Commitment to Equity, Diversity &amp; Inclusion</b>	
<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>	
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	

The OER and Affordability RoadShow is being developed to provide support for librarians currently working with and/or planning to work with these resources.

#### Activity #1 Outline

Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Launch online version of Roadshow	Fall 2020/Winter 2021	OER & Affordability Roadshow Subcommittee	TBD
Determine a structure for on-going oversight of the Roadshow	June 2021	OER & Affordability Roadshow Subcommittee	TBD

#### Activity #1 Assessment

##### How will success be measured?

The OER Roadshow will be successful if (1) it is made available in an online format, (2) it is “attended,” and (3) it is well-regarded. Availability will be measured by a successful launch of the program along with other Roadshow offerings (hopefully prior to Jan 1, 2021).

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #2	
<b>Activity Name:</b>	Launch of Fostering Change: A Team-Based Guide for Libraries & Development of an Optional Digital Cohort
<b>Brief Description:</b>	Previously referred to as “The Change Course” this online guide will give library teams the capability and confidence to lead change in their academic library and on their campus. It is currently undergoing final review and will be available to the public, free of charge, in fall 2020. This year, we will work with curriculum designers to develop a Digital Cohort extension of the original project.

Activity #2 Timeline	
<b>How long will it take to do this project?</b>	
<input checked="" type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <input type="text"/>

<a href="#">ACRL Plan for Excellence</a>
<b>Check the best goal and objective.</b>
<b>Value of Academic Libraries</b>
<b>Student Learning</b>
<b>Research and Scholarly Environment</b>
<b>New Roles and Changing Landscapes</b>
2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education
<b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>

The Fostering Change guide will equip the library workforce, at all levels, to effectively lead, manage and embrace change on their campuses by providing a framework for thinking about change and a toolkit for leading, managing and assessing change processes.

### Activity #2 Outline

**Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Completion and design of the Guide	October 2020	NRCL Change Course Subcommittee/Curriculum Designers/ACRL Pubs	Production, release of online guide
Selection of Cohort Leaders	Spring 2021	NRCL Change Course Subcommittee/Curriculum Designers	Development of Cost Model for the Cohort
Selection of Cohort Participants	Spring 2021	NRCL Change Course Subcommittee/Cohort Leaders	Support for a call for participation
Completion of Cohort Model Content	Spring/Summer 2021	NRCL Change Course Subcommittee/Cohort Leaders	Possible tech/platform support

### Activity #2 Assessment

#### How will success be measured?

The Fostering Change Guide project will be successful if (1) the course is completed by the instructional designers, (2) institutional change teams take the course, and (3) the course promotes change and innovation at individual institutions.

#### The Online Guide

Completion and design will be successful if finished by September 1, 2020. Use will be measured by numbers of institutions that take the course – the first year will set a baseline with a goal of increasing use each year. Instructional designers/cohort leaders have embedded assessment measures in the course itself in order to evaluate if the course promoted change and innovation.

#### Digital Cohort

Cohort project will be successful if cohort leaders have been selected by September 1, 2020 and participants have been selected for the program by December 1, 2020. Instructional designers/cohort leaders will embed assessment measures in the experience in order to evaluate if the course promoted change and innovation.

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #3	
<b>Activity Name:</b>	Diversity Pipeline
<b>Brief Description:</b>	<p>The goal of the Diversity Pipeline project is to identify ways ACRL can support EDI initiatives by thinking about barriers/opportunities at specific educational and career points. This year, we will focus on:</p> <ol style="list-style-type: none"> <li>1. How can ACRL work with i/library schools to encourage individuals who identify with under-represented groups to pursue MLIS degrees and persist to graduation?</li> <li>2. How can ACRL help new librarians from diverse backgrounds navigate their first 100 days in their professional roles?</li> <li>3. How can ACRL help academic librarians retain employees by creating inclusive and equitable environments?</li> </ol>

Activity #3 Timeline	
<b>How long will it take to do this project?</b>	
<input checked="" type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
	Value of Academic Libraries
	Student Learning
	Research and Scholarly Environment
<input checked="" type="checkbox"/>	<b>New Roles and Changing Landscapes</b> 3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.
<input checked="" type="checkbox"/>	<b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
	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:**

The goal of the Diversity Pipeline project is to explore ways in which new roles and changing landscapes provide opportunities for (1) ACRL to support libraries and related organizations (e.g., library schools) in their efforts to increase diversity, cultivate equity and nurture inclusion; and (2) participation in the library workforce from a broader range of individuals.

**Activity #3 Outline****Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.**

<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Explore opportunities & recommend support structures with/for i/library schools related to EDI initiatives	June 30, 2021	Diversity Pipeline MLIS Subcommittee	TBD
Explore opportunities & recommend support structures for libraries in order to support new professionals from diverse backgrounds	June 30, 2021	Diversity Pipeline New Professionals Subcommittee	TBD
Explore opportunities & recommend support structures for libraries related to the retention of professionals from diverse backgrounds	June 30, 2021	Diversity Pipeline Retention Subcommittee	TBD

**Activity #3 Assessment****How will success be measured?**

The identification of unique and specific needs and opportunities to advance EDI initiatives in the three areas identified and the subsequent development of recommendations for ACRL. The “shape” of these recommendations is amorphous at this stage, and may vary drastically from one group to the next based on identified needs.

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #4	
<b>Activity Name:</b>	User Experience/Anthropology Constellation
<b>Brief Description:</b>	NRCL will begin the development of a constellation of support mechanisms for librarians responsible for User Experience. This role was selected for our next project because of the drastic changes the COVID-19 pandemic has brought not just to our landscape, but to our world.

Activity #4 Timeline	
<b>How long will it take to do this project?</b>	
<input checked="" type="checkbox"/>	continuous project assigned in charge
	short-term project that will be completed this membership year
<input checked="" type="checkbox"/>	multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; padding: 2px 10px;">June 30, 2022</span>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
Value of Academic Libraries	
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
1. Deepen ACRL's advocacy and support for a full range of information professionals.	
Core Commitment to Equity, Diversity & Inclusion	
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:**

This project will deepen ACRL's advocacy and support for librarians who work as User Experience/Anthropology Librarians. This project follows on the heels of our OER Librarian constellation project, which resulted in the OER and Affordability RoadShow.

**Activity #4 Outline****Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.**

<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Identify a sub-committee to lead this work	September 2020	NRCL Chair	NA
Determine the scope and possible outcomes of this project, paying particular attention to changes to library spaces and practices made necessary by the COVID-19 pandemic	June 2021	User Experience/Anthropology Librarian Sub-committee	TBD
Launch resulting initiative	2021-2022	User Experience/Anthropology Librarian Sub-committee	TBD

**Activity #4 Assessment****How will success be measured?**

The success of the first year of this initiative will be measured by the committee's progress toward real and specific plans to support User Experience/Anthropology Librarians. Ultimately, the constellation will be successful if the initiatives proposed and developed are used and well-regarded.

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## **Advancing the Plan for Excellence Goal-area Committee Midwinter Report**

**Goal area:** Research and Scholarly Environment

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

**Committee name:** ACRL Research and Scholarly Environment Committee

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

### **Committee Leadership**

- Chair: Charlotte Roh
- Vice-chair: Thomas Padilla
- Board liaison: Cinthya Ippoliti
- Staff liaison: Erin Nevius

Report submitted by: Charlotte Roh

## Midwinter Committee Report

### Report Objective

This report is intended as a brief mid-year overview to keep the Board apprised of the committee's progress towards advancing the [Plan for Excellence](#). Please provide concise answers in a bulleted format to share information and issues with the Board prior to your discussion at Midwinter Meeting. The time at Midwinter may then be used to engage in a dialogue with the Board. This report will be included in the committee's official record of activities maintained by the ACRL office.

### Accomplishments

*In the following section, provide a brief update on projects advancing the annual work plan progress for each objective.*

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

##### *Ongoing activities*

- Scholarly Communications Research Grants currently ongoing, for grantees see <https://acrl.ala.org/acrlinsider/archives/18561>

##### *Upcoming activities*

- Special ACRL Conference panel on the Scholarly Communications Research Grant recipients and their projects
- Special issue of *College and Research Libraries* addressing the results of the scholarly communications research agenda, [Open and Equitable Scholarly Communication](#)

#### **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.**

##### *Ongoing activities*

- ["Scholarly Communications" columns in C&RL News](#)
- Scholarly communications list-serv moderation
- ACRL Open Access Week panel event
- ACRL/SPARC Forum: Navigating the Current Budget Crisis While Creating a More Sustainable, Values-Aligned Future for Research
- Research Data Management and Scholarly Communications Roadshow retooling for the pandemic environment and beyond
- Update Scholarly Communications toolkit for Open Access Week

***Upcoming activities***

- ACRL/SPARC Forum on contract negotiations, date tbd
- New webcast series for the Scholarly Communications Roadshow

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

***Ongoing activities***

- Craft responses around scholarly communications and the research and scholarly environment (copyright, open access, data, open education and scholarship)

***Upcoming activities***

- 

**Challenges**

Describe any challenges or threats the committee faces in executing the work plan. Are there any expected changes for ongoing projects?

- Budgetary constraints and the pandemic limited our plans to extend the impact of the research agenda, and we hope it will be a greater priority in the future, as it does have a strong social justice perspective

**Priorities**

What will be the committee's priorities between Midwinter and Annual Conference?

- The committee its current very full workload and keeping an eye on how to be more effective in the current environment

**Environmental Scan**

Is there anything new of note in this area in the larger higher education community?

- Transformative agreements and big deal cancellations
- Open education, particularly in the community college environment
- The intersection of AI and privacy concerns with copyright concerns

**Board Discussion**

What does the committee need from the Board at this point? Are there any other items you would like to discuss during your time together at Midwinter?

- We'd like to discuss past proposals to fund a second cycle of scholarly communications grants as well as roadshow funding for HBCUs, Hispanic-serving institutions, and tribal institutions.



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

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

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

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

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

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

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

## 2018–19 Year-end Report

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

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

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

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

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

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

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

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

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

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

### 4. What worked well?

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

### 5. What could have worked better?

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

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

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

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

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

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

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

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

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

## 2019–20 Work Plan

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

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

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

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



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

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

## 2019–20 Work Plan

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

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

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

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

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

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

## 2019–20 Work Plan

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

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

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

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

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

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

## 2019–20 Work Plan

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

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

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

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

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

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

## 2019–20 Work Plan

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

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

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

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



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

Activity #5 Assessment
How will success be measured?

## 2019–20 Work Plan

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

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

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

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

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

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

## 2019–20 Work Plan

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

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

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

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

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

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

## 2019–20 Work Plan

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

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

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

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

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

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

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



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### Advancing the Plan for Excellence Goal-area Committee Midwinter Report

**Goal area:** Student Learning

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

**Committee name:** ACRL Student Learning and Information Literacy Committee

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

#### Committee Leadership

- Chair: Alex Hodges
- Vice-chair: Meg Meiman
- Board liaison: Toni Anaya
- Staff liaison: Mary Jane Petrowski

Report submitted by: Alex Hodges

## Midwinter Committee Report

### Report Objective

This report is intended as a brief mid-year overview to keep the Board apprised of the committee's progress towards advancing the [Plan for Excellence](#). Please provide concise answers in a bulleted format to share information and issues with the Board prior to your discussion at Midwinter Meeting. The time at Midwinter may then be used to engage in a dialogue with the Board. This report will be included in the committee's official record of activities maintained by the ACRL office.

### Accomplishments

**NOTE: The SLILC 2020-2021 [Work Plan](#) is arranged around 4 Project Teams**

- Open Educational Practices/Professional Development (OEPD) Team
- Publications Team
- Engagement Team
- Leadership Team

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

#### *Ongoing activities*

- The OEPD Team has planned the 2021 Midwinter Discussion Forum, “**Open and Inclusive Pedagogies from and Beyond Your Living Room.**”
- The OEPD Team is [surveying the membership](#) to prepare discussion questions in advance of the discussion forum.
- The Publications Team is soliciting a call for proposals for the ACRL New Publications Advisory Board-approved book proposal for *Equitable & Inclusive Pedagogy*. [http://bit.ly/CFP\\_ACRLinclusivepedbook](http://bit.ly/CFP_ACRLinclusivepedbook)
- In March 2020, the Publications Team solicited a call for proposals for the *C&RL News* column, “Perspectives on the Framework.” Three columns have been published in accordance with this SLILC workplan. The September 2020 issue contained “[Loaded questions: The Framework for Information Literacy through a DEI lens.](#)” The November 2020 issue contained “[Constructing authority: Using the ACRL Framework to connect with underserved students.](#)” The January 2021 issue contained “[No need to go big: Teaching Framework concepts with small teaching.](#)”

#### *Upcoming activities*

- OEPD Midwinter Discussion Forum will be virtual on Feb. 10, 4-5pm. This is a description of the event: “Facing the challenges of a global pandemic and confronting the harsh realities of racial and social injustice over this past year, teaching librarians have become increasingly attuned to the value of open and inclusive pedagogies. This is reflected in growing conversations about open educational practices (OEP), which extend beyond the mere use of open educational resources to include “collaborative, pedagogical practices employing social and participatory technologies for interaction, peer-learning, knowledge creation and sharing, and empowerment of learners” (see [Catherine Cronin](#)

[& Iain MacLaren's "Conceptualizing OEP"\)](#). Open educational practices are intended to remove barriers to meaningful learning and to invite students to be active agents in their learning. This 'Ask the Room' discussion-based event will be an opportunity for fellow librarians to share opportunities, challenges, and questions related to open educational practices in their everyday work now and in the foreseeable future."

- The OEPD Team will use participants' ideas and feedback to inform future professional development offerings and resources.
- The OEPD Team plans to create resource/s for the OEP Toolkit.
- The Publications Team has finalized the March 2021 *C&RL News*, "Perspectives on the Framework" column. It is "Transforming theory into practice: Creating student-centered instructional activities rooted in the Framework." There are future column manuscript proposals accepted and in the works for future 2021 *C&RL News* issues that will be published in May 2021, July/August 2021, October 2021, and December 2021.
- The Publications Team and the Engagement Team hope to work together to publish a new topic area bibliography, ensuring that the SLILC bibliographies are kept up to date on our [LibGuide site](#).
- The Leadership Team hopes to work with the Publications Team to see forward a "Keeping Up With. . ." web post on SLILC inclusive pedagogy initiatives.
- During spring semester 2021, post-midwinter, the SLILC Leadership Team will create a virtual Framework Professional Development session that can help inform future directions for SLILC. A second session will be offered in June to align with ALA Annual.

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

#### ***Ongoing activities***

- The OEPD Team is updating the list of potential SLILC partners within ALA (e.g. LIRRT, RUSA, Chapters & Councils, Equity and Diversity Inclusion Committee, Diversity Standards, etc.).
- The OEPD Team is working with the Framework and SoTL Roadshow teams to continue integration of EDI content into the curriculum, as well as to consider the feasibility of creating a new Roadshow for inclusive teaching practices.
- The OEPD Team includes Susanna Eng-Ziskin, who is our Instruction Section liaison, and Susanna is communicating these OEP and Roadshow efforts between SLILC and IS.
- The Engagement Team is discussing and planning SLILC website improvements.

#### ***Upcoming activities***

- The OEPD Team will update the list of external SLILC partners. This list will update the list of leaders, organizations, societies, etc., outside of libraries with expertise in inclusive, anti-racist pedagogy for potential professional development collaborations.
- The Engagement Team plans to provide suggestions for how SLILC can streamline its communication efforts as well as market our purposes to the wider membership.

### Challenges

Describe any challenges or threats the committee faces in executing the work plan. Are there any expected changes for ongoing projects?

- Overall, SLILC has ambitious goals. The OEPD Team has identified that they will not be able to Review the results of our 2019 trends survey on OER Survey. Consider writing up an analysis that ACRL could publish as a white paper to be added to the Toolkit (if ACRL Academic Library Trends & Statistics Editorial Board declines).
- The pandemic, racial injustices, election (and aftereffects), and trials of higher education/economy have affected the energy and motivation of SLILC members, who are all reeling in their full-time roles to manage massive change. In general, there is less time to spend on ACRL service.
- Few members express excitement about the online delivery of ALA midwinter, ACRL, and ALA annual conferences -- except that more of the membership can attend and be involved virtually. The pressure to work through online conferences exists.

### Priorities

What will be the committee's priorities between Midwinter and Annual Conference?

- We will focus on our –
  - Programming,
  - Web site content improvements,
  - And publications.

### Environmental Scan

Is there anything new of note in this area in the larger higher education community?

- We're all scrambling and reacting to the constant change.
- Many of our institutions plan to remain fully virtual through the summer.
- Emphasis on learning design, online pedagogy, and virtual services grows by the day.

### Board Discussion

What does the committee need from the Board at this point? Are there any other items you would like to discuss during your time together at Midwinter?

- The committee doesn't so much need anything at the moment, just your grace should our ambition become affected by continuous change, fewer resources, and whatever else might come up next.
- SLILC is very lucky that the foundation of our workplan really began last year under Nicole Brown's leadership. This foundational structure has helped succession planning and resulting productivity. We ask that the Board continue to encourage SLILC membership and leadership to be appointed with succession planning in mind.
- If virtual conference programming seems like the right thing to do now and forever, it might be good to create more communication across the division-level committees so that we're not planning content and webinar time at cross purposes.



## 2020-2021 Work Plan + 2019-2020 Year-End Report

Committee Name & Charge	
<b>Committee Name:</b>	<b>ACRL Student Learning &amp; Information Literacy Committee</b>
<b>Charge/Tasks:</b>	Our goal is to: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

2019–2020 Leadership (terms: July 1, 2019–June 30, 2020)	
<b>Chair:</b>	Nicole Brown
<b>Vice-Chair:</b>	Alex Hodges
<b>Board liaison:</b>	Caroline Fuchs
<b>Staff liaison:</b>	Mary Jane Petrowski
<b>Other leaders:</b>	Team Leads: Cara Berg, Melissa Mallon, Meg Meiman, Sara Miller

2020–2021 Leadership (terms: July 1, 2020–June 30, 2021)	
<b>Chair:</b>	Alex Hodges
<b>Vice-Chair:</b>	Meg Meiman
<b>Board liaison:</b>	Toni Anaya
<b>Staff liaison:</b>	Mary Jane Petrowski
<b>Other leaders:</b>	Team Leads: Andrea Baer, Melissa Mallon, Sara Miller

Report & Work Plan Submission			
<b>Year-end report written by:</b>	Nicole Brown	<b>Date:</b>	July 15, 2020
<b>Work plan submitted by:</b>	Alex Hodges	<b>Date:</b>	September 4, 2021

## 2019–2020 Year-end Report

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

### 1. What were the major projects/activities accomplished by your committee in the 2019–2020 membership year (July 1, 2019 to June 30, 2020)?

SLILC had 4 project teams this year:

- **Publications** led by Melissa Mallon
- **OER Toolkit** led by Meg Meiman
- **Engagement** led by Sara Miller
- **Professional Development** led by Cara Berg

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

#### Publications

- Edited and solicited/scheduled columns (through Dec 2021) for C&RL News "Perspective on the Framework" column.
- Wrote and published "Keeping Up with ... Universal Design for Learning" essay.
- Put together an editorial team (recruiting 2 non-SLILC members) and communicated with ACRL on a book proposal related to inclusive pedagogy (plan to submit proposal in summer 2020).

#### OER Toolkit

- Researched and created a list of resources focused on open pedagogy and inclusive pedagogical practices.
- Began to refine the project team's charge and focus.

#### Engagement

- Analyzed use of ACRLFRAME discussion list, and recommend sunseting it.
- Extensively discussed the idea of "groups underserved by ACRL" and ways to engage that population; developed outline of strategy for identifying and engaging these groups.
- Edited new talking points for ACRL Liaisons Assembly Committee online guide.

#### Professional Development

- Designed and delivered two programs for ALA Midwinter in Philadelphia: 1) SLILC Forum: "Defining Inclusive Pedagogy" and 2) Framework Professional Development.
- Designed surveys for assessment of both SLILC programs at ALA Midwinter
- Began list of internal/external partnerships.

### 3. Which if any 2019–2020 projects will continue next year?

The scope and shape of project continuation will be determined by next year's leadership. Each team lead offers advice for next year:

#### Publications

- Connect more with the other project teams - look for collaborative publication efforts, such as with OER group to write a "Keeping Up with" or perhaps series of ACRL blog posts related to inclusive & equitable pedagogy.

#### **OER Toolkit**

- Shift and refine the charge for this group to focus on Open Educational Practices (OEP), specifically sets of practices that create an inclusive environment for learners.
- Rename to Open Educational Practices team, or something similar; this will allow the team to forge new ground, and to work with other SLILC teams to further open educational practices in a variety of ways--collaborating with the Professional Development Team to provide webinars and other professional development opportunities to the wider library community, and working with the Engagement Team to help develop a plan for reaching and working with libraries/librarians underserved by ACRL.
- Review and provide resources to the library community about OEP.
- Collaborate with other SLILC teams to provide free SLILC-sponsored webinars on OEP that are situated in varying contexts and/or use multiple approaches: anti-racist pedagogy, inclusive pedagogies, online education.

#### **Engagement**

- Condense several action items under umbrella of "underserved groups" project, including scholarship discussion, communicating and sharing stories, attendance at events, and regional discussions.

#### **Professional Development**

- Content: Focus on anti-racist pedagogy.
- Process: Focus on virtual learning (webinars, programs); this will be necessary with the pandemic.

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

- The matrix structure of the project teams;
- The Work Plan with a high level of detail and flexibility;
- The engaged and talented team leads.

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

- Committee members were stretched thin following the global pandemic, which arrived shortly after Midwinter and required us to freeze some of our work.

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

SLILC uses an equity, diversity, and inclusion lens for all of the committee's work. As stated in the [ACRL Strategic Plan](#), SLILC's goal and objectives inform all of our work. Our goal and objectives inform every project SLILC undertakes.

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

- Objectives:

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

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

N/A

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

The people! And, importantly, the leadership of the previous SLILC Chair — Liz Galoozis.

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

ACRL will need to understand, and respond to, the unique constraints of our remote work environment. SLILC is comprised of many leaders who will need the flexibility to spend their finite energy at their own institutions. We can also use this opportunity to do remote committee work well, and to support community-building and an ethos community care during this difficult time.



## 2020–2021 Work Plan

Work Plan Activity #1	
<b>Activity Name:</b>	<b>SLILC Open Educational Practices/Professional Development (OEPD) Team</b>
<b>Brief Description:</b>	<p>Plan SLILC conference programming and coordinate with other ACRL entities that provide professional development to build partnerships that infuse SLILC's goal into their work. Refocus last year's work from Open Educational Resources (OER) to a broader focus on Open Educational Practices to support academic librarians as they advance equitable and inclusive pedagogical practices and environments that support student learning. <b>Note:</b> We have merged two teams based on member recommendations and our re-thinking of team matrix collaborations.</p> <p><b>Lead:</b> Andrea Baer</p> <p><b>Members:</b> Joe Askins, Kyle Binaxas, Mou Chakraborty, Lamonica Sanford; Ex-Officio Members: Lindsay Matts-Benson (Framework Roadshow), Susanna Eng-Ziskin, Rhonda Huisman (SoTL Roadshow)</p>

Activity #1 Timeline	
<b>How long will it take to do this project?</b>	
<b>X</b>	continuous project assigned in charge
	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
<b>Value of Academic Libraries</b>	
<b>X</b>	<p><b>Student Learning</b></p> <p><b>ACRL Plan for Excellence SLILC Goal:</b> Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.</p> <p>Also:</p> <ol style="list-style-type: none"> <li>1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.</li> <li>2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.</li> </ol>
<b>Research and Scholarly Environment</b>	

## New Roles and Changing Landscapes

### Core Commitment to Equity, Diversity & Inclusion

#### 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:**

SLILC's OEPD efforts are a core mechanism to empower libraries to build information literacy programs that are equitable, inclusive, and responsive. Leveraging previous OER work and other EDI efforts to lay the foundation for an open educational practices, the team will connect the overarching SLILC goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

#### Activity #1 Outline

**Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Plan SLILC conference programs for Midwinter and Annual (Discussion Forum and Professional Development)	Midwinter and Annual conference planning deadlines	OEPD Team Lead; Chair and Vice Chair	Work with Publications Team to draw on work already done by SLILC (e.g. "Keeping up with Critical Assessment" could be conference program); Elois Sharpe (ACRL staff)
Assess conference activities and make recommendations for future	Post Midwinter and Annual conferences	OEPD Team	Support from ACRL staff liaison and Board liaison
Work with the Framework and SoTL Roadshow teams to continue integration of EDI content into curriculum, or consider feasibility of creating new Roadshow for inclusive teaching practices	Exploratory ideas by Midwinter 2021	OEPD Team; Melissa Mallon (SoTL), Rhonda Huisman (SoTL), Lindsay Matts-Benson (Framework)	Chase Ollis (ACRL Staff); Roadshow Toolkit: <a href="https://acrl.libguides.com/roadshowpresenters">https://acrl.libguides.com/roadshowpresenters</a>
Internal Partners: Update the list of potential partners within ALA (e.g. LIRRT, RUSA, Chapters & Councils, Equity and Diversity Inclusion Committee, Diversity Standards, etc.)	Share results with SLILC by Annual 2021	OEPD Team — discuss results with Engagement Team	N/A, access to ALA Connect
External Partners: Update the list of leaders, organizations, societies, etc., outside of libraries with expertise in inclusive, anti-racist pedagogy for potential professional development collaborations	Share results with SLILC by Annual 2021	OEPD Team — discuss results with Engagement Team	N/A

Act on recommendations from last year's OER Toolkit and Engagement Teams to support inclusive pedagogy	Identify gaps in ongoing work by Midwinter; Report results by Annual 2021	OEPD Team Lead, Engagement Team Lead	Advise with ACRL staff liaison and SLILC Chair/Vice Chair
Update the Framework and OER Toolkits; ensure that they are open educational resources that support academic librarians' advancement of equitable and inclusive pedagogical practices and environments for support student learning	Short report with options by Midwinter 2021; Plan by Annual 2021	OEPD Team	Support from ACRL staff liaison and Board liaison
Engage in continued discussions with Instruction Section to identify partnership opportunities	Ongoing	OEPD Team	Draw on Susanna Eng-Ziskin's knowledge of the Instruction Section; Nikhat Ghouse (IS Chair)
Review the results of our 2019 trends survey on OER Survey. Consider writing up an analysis that ACRL could publish as a white paper to be added to the Toolkit (if ACRL Academic Library Trends & Statistics Editorial Board declines).	In flux; Project potential to be decided by December 2020.	OEPD Team; Publications Team	Support from ACRL staff liaison

### Activity #1 Assessment

#### How will success be measured?

SLILC will deliver 4 virtual conference programs (2 Discussion Forums; 2 Framework Professional Development programs), assess their effectiveness using attendance metrics and attendee surveys, and recommend modes for future delivery of professional development content; determine the best path forward to infuse inclusive pedagogy into existing ACRL professional development models (*i.e.* Roadshows, Immersion); and generate lists of internal and external partners. SLILC will have a plan for creating OEP resources to provide point-of-need practical tools and experts that support student learning and information literacy through a lens of equity, diversity, and inclusion.

## 2020–2021 Work Plan

### Work Plan Activity #2

<b>Activity Name:</b>	<b>SLILC Publications Team</b>
<b>Brief Description:</b>	Facilitate and produce publications that advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.  <b>Lead:</b> Melissa Mallon <b>Members:</b> Gina Kessler Lee, Maura Seale; Ex-Officio Members: Jane Nichols

### Activity #2 Timeline

<b>How long will it take to do this project?</b>	
<input checked="" type="checkbox"/>	continuous project assigned in charge
<input type="checkbox"/>	short-term project that will be completed this membership year
<input type="checkbox"/>	multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>

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

<b>Check the best goal and objective.</b>
<b>Value of Academic Libraries</b>
<b>Student Learning</b> <b>ACRL Plan for Excellence SLILC Goal:</b> Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning. Also: 1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs. 2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.
<b>Research and Scholarly Environment</b>
<b>New Roles and Changing Landscapes</b>
<b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
Relevant and timely publications work toward the overarching SLILC goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Solicit and edit content for bimonthly "Perspectives on the Framework" <i>C&amp;RL News</i> column	Ongoing (bimonthly)	Publications Team	Witek; Continued use of the <a href="mailto:crlnframework@gmail.com">crlnframework@gmail.com</a> Google Drive and email account (Alex Hodges and Melissa Mallon oversee account.)
Produce one new ACRL "Keeping Up With..."	Ongoing (bimonthly)	Publications Team works with Team Leads to plan content (i.e. OEPD Team)	David Free (ACRL Staff)
Continue work on proposal for an ACRL edited volume on inclusive pedagogy. Ensure an open access option.	Board accepted proposal in September 2021; Ongoing through Annual 2021	Publications Team Lead, Chair and Vice Chair	Erin Nevius (ACRL Staff)
Produce bibliography on Topic Area of choice for 2020-2021 aligned with edited volume (e.g. Equitable and inclusive pedagogy, anti-racist facilitation)	Ongoing through Annual 2021	Publications Team; Engagement Team	ACRL LibGuides
Work with Engagement Team to ensure that SLILC-produced bibliographies are accessible on the website	Ongoing through Annual 2021	Publications Team; Engagement Team	ACRL LibGuides

Activity #2 Assessment
How will success be measured?
SLILC will solicit and edit monthly "Perspectives on the Framework" column for <i>C&amp;RL News</i> ; work on Board-accepted edited volume on inclusive pedagogy, and create a timely and useful bibliography on the topic; and produce at least one "Keeping up With" column.

## 2020–2021 Work Plan

### Work Plan Activity #3

<b>Activity Name:</b>	<b>SLILC Engagement Team</b>
<b>Brief Description:</b>	Engage the ACRL membership and beyond with SLILC's work, assess its impact, and make recommendations for outreach efforts.  <b>Lead:</b> Sara Miller <b>Members:</b> Jaena Alabi, Quetzalli Barrientos, Sandra McCarthy, Adrian Morales

### Activity #3 Timeline

<b>How long will it take to do this project?</b>	
<input checked="" type="checkbox"/>	continuous project assigned in charge
<input type="checkbox"/>	short-term project that will be completed this membership year
<input type="checkbox"/>	multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

### ACRL Plan for Excellence

<b>Check the best goal and objective.</b>
<b>Value of Academic Libraries</b>
<b>Student Learning</b> <b>ACRL Plan for Excellence SLILC Goal:</b> Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning. Also: <ol style="list-style-type: none"> <li>1. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.</li> </ol>
<b>Research and Scholarly Environment</b>
<b>New Roles and Changing Landscapes</b>
<b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
Engaging our communities furthers SLILC's goal and involves close collaboration with partners.
<b>Activity #3 Outline</b>
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Keep SLILC website up-to-date and monitor engagement	Ongoing	Engagement Team	LibGuides administrative access for Engagement Team members
Collaborate with the <u>ACRL Liaisons Assembly Committee</u> to continue to update the IL Talking Points on <u>their guide</u>	Review by Midwinter 2021	Engagement Team	
Monitor virtual attendance at Midwinter and Annual events and make recommendations for content and online participation	Ongoing	Engagement Team	
Communicate and share stories: Post SLILC events, work, and programs to various discussion lists; Generate plan	Ongoing	Engagement Team	
Update the guiding document for outreach and engagement activities (timeline, best practices, lessons learned during COVID-19) to guide SLILC next year in 2021-2022	Annual 2021	Engagement Team Lead; consult with SLILC Team Leads and Chair and Vice Chairs	

Activity #3 Assessment
How will success be measured?
SLILC's outreach and engagement will reach ACRL membership and beyond; our efforts and impact will be assessed as we go, and we will have an updated guiding document for next year's committee.

## 2020–2021 Work Plan

### Work Plan Activity #4

<b>Activity Name:</b>	<b>SLILC Leadership Team</b>
<b>Brief Description:</b>	<p>Provide leadership and direction for SLILC and work with the ACRL Board and other ACRL units to create a comprehensive approach to student learning and information literacy efforts.</p> <p>Leads: Alex Hodges (Chair) &amp; Meg Meiman (Vice Chair)</p> <p>ACRL: Toni Anaya (Board Liaison), Mary Jane Petrowski (Staff Liaison)</p> <p>SLILC Team Leads: Andrea Baer, Melissa Mallon, Sara Miller</p>

### Activity #4 Timeline

<b>How long will it take to do this project?</b>	
<input checked="" type="checkbox"/> continuous project assigned in charge	
<input type="checkbox"/> short-term project that will be completed this membership year	
<input type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date:	<input style="width: 150px;" type="text"/>

### ACRL Plan for Excellence

<b>Check the best goal and objective.</b>
<b>Value of Academic Libraries</b>
<b>Student Learning</b> <b>ACRL Plan for Excellence SLILC Goal:</b> Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.
<b>Research and Scholarly Environment</b>
<b>New Roles and Changing Landscapes</b>
<b>Core Commitment to Equity, Diversity &amp; Inclusion</b>
<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>
Codifying the roles and responsibilities of the Chair and Vice Chair ensures that SLILC makes continual progress in our goal area. Our collaboration with the Value of Academic Libraries Committee will enable the ACRL membership to engage in professional development on equitable and inclusive pedagogical practices.
<b>Activity #4 Outline</b>
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>



Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Ensure SLILC's renewed singular focus is to support our goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Develop a joint panel program proposal with VAL chair/vice-chair for ALA Annual 2021 "A Critical Conversation about Assessment"	Ongoing through Annual 2021	Vice Chair and Chair	N/A
Foster group norms and shared processes and make connections between committee members	Fall 2020: SLILC Kick Off Meeting	Chair and Vice Chair	Support from ACRL staff liaison
Liaise with Teams and enable them to draw on each other in a matrix fashion	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Communicate and be responsive to ACRL Board and staff requests	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Leverage ACRL structure to disseminate information about inclusive, equitable instruction	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Guard against scope creep (e.g. recruitment, retention, hiring practices intersect with our charge, but are beyond it)	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Secure resources to educate the Committee on EDI	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Coordinate budgetary allocations	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Serve as ex-officio member of Project Outcome	Ongoing	Chair	Support from Project Outcome chair and membership

Activity #4 Assessment
<b>How will success be measured?</b>
SLILC will have a productive year in 2020-2021, and the committee will be set up for future success.

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



## Advancing the Plan for Excellence Goal-area Committee Midwinter Report

**Goal area:** Value of Academic Libraries

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

**Committee name:** ACRL Value of Academic Libraries Committee

**Committee Charge:** To oversee and coordinate ACRL's Value of Academic Libraries Initiative as described in the strategic plan; work with the ACRL Board and other ACRL units in creating a comprehensive effort including coalition building, professional development, publications, research, advocacy, and consultation services and in developing the ACRL Value website; and monitor and assess the effectiveness of the Value Initiative.

### Committee Leadership

- Chair: Amanda Folk
- Vice-chair: Rebecca Croxton
- Board liaison: Mary Jane Petrowski
- Staff liaison: Jessica Brangiel

Report submitted by: Amanda Folk & Rebecca Croxton

## Midwinter Committee Report

### Report Objective

This report is intended as a brief mid-year overview to keep the Board apprised of the committee's progress towards advancing the [Plan for Excellence](#). Please provide concise answers in a bulleted format to share information and issues with the Board prior to your discussion at Midwinter Meeting. The time at Midwinter may then be used to engage in a dialogue with the Board. This report will be included in the committee's official record of activities maintained by the ACRL office.

### Accomplishments

*In the following section, provide a brief update on projects advancing the annual work plan progress for each objective.*

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

##### *Ongoing activities*

- Monitoring of final round of Library Impact Grant recipients

##### *Upcoming activities*

- Presentations from Library Impact Grant recipients about their work through the ACRL Online Forum

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

##### *Ongoing activities*

- Launched the Learning Analytics Toolkit, with ongoing updates and revisions underway

##### *Upcoming activities*

- COVID-19 disruption – identification of how libraries have been responding to institutional needs

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

##### *Ongoing activities*

- Launched the Learning Analytics Toolkit, with ongoing updates and revisions underway

### *Upcoming activities*

- Presentations from Library Impact Grant recipients about their work through the ACRL Online Forum on March 30 and May 25
- Co-sponsored webinar with Project Outcome Editorial Board on December 9, 2020 (Session Recording: <https://youtu.be/aX-kArVGcs0> Slides: <https://drive.google.com/file/d/1D5d1OSYSvKjDxxILbQWlgJEa67QHtJCq/view>)

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

### *Ongoing activities*

- Collecting profiles for Equity & Social Justice Spotlight Series on ACRL Insider (forthcoming)

### *Upcoming activities*

- Hoping to launch the series in early 2021

### **Challenges**

Describe any challenges or threats the committee faces in executing the work plan. Are there any expected changes for ongoing projects?

- Though most of our committee members have remained engaged and productive, COVID-19 has made our personal and professional lives more stressful.

### **Priorities**

What will be the committee's priorities between Midwinter and Annual Conference?

- Informally deploying a survey about COVID-19 disruption and academic libraries' responses to institutional needs
- Launching the Equity & Social Justice Spotlight Series on ACRL Insider
- Updating the Learning Analytics Toolkit as needed
- Working with ACRL staff to update VAL's web presence

### **Environmental Scan**

Is there anything new of note in this area in the larger higher education community?

- Not at this time

### **Board Discussion**

What does the committee need from the Board at this point? Are there any other items you would like to discuss during your time together at Midwinter?

- Nothing at this time



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

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 31, 2020**, the outgoing chair should post the combined template with only the 2019–2020 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, staff liaison should all review and approve the work plan. By **August 15, 2020**, the incoming chair should post the combined template with the 2019–2020 report and 2020–2021 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2020 through June 2021.

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

2019–2020 Leadership (terms: July 1, 2019–June 30, 2021)	
<b>Chair:</b>	Jill Becker
<b>Vice-Chair:</b>	Amanda Folk
<b>Board liaison:</b>	Emily Daly
<b>Staff liaison:</b>	Kara Malenfant and Sara Goek
<b>Other leaders:</b>	Eric Resnis, ex-officio Andrea Falcone, ex-officio

2020–2021 Leadership (terms: July 1, 2020–June 30, 2021)	
<b>Chair:</b>	Amanda Folk
<b>Vice-Chair:</b>	Becky Croxton
<b>Board liaison:</b>	Jessica Brangiel
<b>Staff liaison:</b>	Sara Goek
<b>Other leaders:</b>	Andrea Falcone, ex-officio

Report & Work Plan Submission			
<b>Year-end report written by:</b>	Jill Becker	<b>Date:</b>	07/13/2020
<b>Work plan submitted by:</b>	Amanda Folk	<b>Date:</b>	

## 2019–2020 Year-end Report

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

### 1. What were the major projects/activities accomplished by your committee in the 2019–2020 membership year (July 1, 2019 to June 30, 2020)?

- Expanded representation on the travel grant subcommittee to include all ACRL goal-area committees. This led to new perspectives and insights in reviewing and awarding travel grants.
- Completed the special issue of *College & Research Libraries* (April 2020) that included 11 articles demonstrating the value of academic libraries and highlighting the work of some Library Impact Grant recipients.
- Developed evaluative criteria for reviewing the final and interim reports from Library Impact Grant recipients.
- Revised Library Impact Grant criteria and procedures to solicit research proposals beyond information literacy instruction. Developed rubric to ensure proposals were evaluated equally.
- Pursued the launch of an Equity and Social Justice Spotlight series that would be featured in ACRL Insider.
- Exported the data from the dashboard/visualization tool and facilitated the sunsetting of this tool.
- Reviewed and suggested updates to the VAL statement given the continued need to demonstrate the value of academic libraries in light of the COVID-19 pandemic.
- Began work on a LibGuide toolkit that collates the recent advancements and research on data analytics and privacy.

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

- Awarded four travel grants to present at non-library conferences.
- Completed the special issue of *College & Research Libraries*.
- Laid the groundwork for an effective evaluation of both the travel grants and Library Impact Grants.
- Sunset the dashboard/data visualization tool.
- Began the recruitment of academic librarians and higher education colleagues to be featured in an Equity and Social Justice Spotlight series.

### 3. Which if any 2019–2020 projects will continue next year?

- Monitor and support the second round (2019) Library Impact Grant recipients as they complete their projects.
- Equity, Diversity, Inclusion and Social Justice work will continue.
- VAL resource oversight including updates to the VAL statement.
- Data analytics/privacy LibGuide toolkit.

### 4. What worked well?

- Early engagement and an orientation for new members. This will be offered again in FY2021.
- Setting expectation for subcommittee participation from each committee member.
- Establishing a lead for each subcommittee and the expectation to provide updates on subcommittee work at each meeting and in a shared spreadsheet.

- Shared Google doc spreadsheet to keep track of subcommittee actions and updates, and prepare for meetings.

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

- Most challenges faced by the VAL committee this year occurred as a result of the COVID-19 pandemic and the ALA budget. Budget considerations led to the suspension of both travel grants and Library Impact Grants and the COVID-19 pandemic essentially de-prioritized VAL work for three months. We likely would have made more progress on some of our projects had this not happened.
- Continued issue with member engagement although much less than previous years. For some, the meeting day/time never seemed to work. Perhaps in the future the meeting day/time should be set by the Chair and Vice-Chair at the outset of the year and those who cannot ever make that meeting should not join the committee.
- VAL's ALA Connect space is not organized very well and could use some attention.

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

- Thanks to the leadership of Amanda Folk and the EDI/SJ subcommittee, significant groundwork has been laid to demonstrate the EDI work of academic libraries. This project will continue into FY2021.

#### 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)?

As always, the tremendous support of the ACRL staff and board liaisons (Sara Goek, Kara Malenfant, and Emily Daly) made this work rewarding. This committee would not function without them. Additionally, the high engagement of our members, especially the subcommittee leads, should be recognized.

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

Our FY19 report indicated a need for better tracking of all VAL responsibilities and documents and we did improve in this area during FY20. However, the Assessment in Action presenter coordinator selection responsibilities managed to sneak up on us similar to how the Standards presenter coordinator selection snuck up on us last year. I would recommend that our ALA Connect space be reorganized as it is a mess and hard to find documentation.

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #1	
<b>Activity Name:</b>	Travel Scholarship & Library Impact Grants – oversight and promotion
<b>Brief Description:</b>	Recently VAL had oversight of two grant/scholarship programs – Travel Scholarships and Library Impact Grants. The VAL Travel Scholarships supported work in all four goal areas in the ACRL Plan for Excellence as well as the Core Commitment. The scholarships were awarded to librarians presenting on their work to the broader, higher education community. Library Impact Grants were offered for two years to practitioner-scholars to conduct research based on questions identified in the 2017 Academic Library Impact report. VAL will continue to monitor and evaluate the second and final round of grants, as well as promote the outcomes related to both of these programs.

Activity #1 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
<input type="checkbox"/>	multi-year project continuing past June 30, 2021. Expected completion date: <input type="text"/>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
<input checked="" type="checkbox"/>	Value of Academic Libraries
<input type="checkbox"/>	Student Learning
<input type="checkbox"/>	Research and Scholarly Environment
<input type="checkbox"/>	New Roles and Changing Landscapes
<input type="checkbox"/>	Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/>	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
This project enables VAL and other goal area committees to empower scholar-practitioners to engage in meaningful research/evaluation and national advocacy to share their successes with the higher education community. In addition, it can help other practitioner-scholars think about what support they might need for their own scholarship.	



Activity #1 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Form subcommittee	August 2020	Jung Mi Scoulas will be our lead for this, working closely with Amanda Folk and Becky Croxton	
Solicit progress reports from final cohort of Library Impact grant recipients	Ongoing	Jung Mi Scoulas and Sara Goek	ACRL staff support
Identify potential promotion mechanisms to highlight the work that was done with this funding and lessons learned/best practices (e.g. webinars, ACRL insider articles)	October 2020	Jung Mi Scoulas and members of the subcommittee	
Prepare for promotional activities (e.g., timeline, communications message)	November 2020-December 2020	Jung Mi Scoulas and members of the subcommittee	ACRL staff support
Solicit grant/funding recipients to participate in promotional activities	January 2021 – February 2021	Jung Mi Scoulas and members of the subcommittee	ACRL staff support - List of grant/funding recipients
Implement promotional activities	March 2021 - May 2021	Jung Mi Scoulas and members of the subcommittee	ACRL staff support

Activity #1 Assessment
How will success be measured?
The receipt of regular project reports and the completion of projects. Implementing promotional activities and collecting appropriate data about those activities (i.e. number of views, number of registrants/attendees, feedback from attendees, etc.).

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #2	
<b>Activity Name:</b>	Equity, Diversity, Inclusion, and Social Justice
<b>Brief Description:</b>	VAL will empower local academic library advocacy, with emphasis on advancing issues of equity, access, diversity, inclusion, and social justice in higher education. VAL will identify and develop resources that support academic librarians in conducting advocacy efforts which articulate institutional EDI goals and demonstrate the value of academic libraries. Special attention will be paid to equity and social justice. Though there is room for great improvement, the profession has focused on diversity and inclusivity for quite some time. We need to begin to move the needle with respect to equity and social justice.

Activity #2 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date:	
	Unknown

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
<input checked="" type="checkbox"/>	Value of Academic Libraries
	Student Learning
	Research and Scholarly Environment
	New Roles and Changing Landscapes
	Core Commitment to Equity, Diversity & Inclusion
	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
This project will identify and develop resources to empower librarians to conduct Value-based advocacy efforts, particularly those that showcase libraries' efforts to promote equity, diversity, inclusion, and social justice at their institutions.	

Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Form subcommittee	August 2020	Beate Gersch will serve as the lead for this subcommittee with support from Amanda Folk and Becky Croxton	
Determine processes for conducting short interviews for creating individual spotlights	October 2020	Beate Gersch with the subcommittee members	
Conduct targeted outreach to potential participants for the Equity & Social Justice Spotlight Series (on ACRL Insider)	October 2020-May 2021	Beate Gersch with the subcommittee members	
Conduct interviews with participants and produce brief write-ups to be shared on ACRL Insider	October 2020-May 2021	Beate Gersch with the subcommittee members	
Identify other potential promotional and/or educational activities, including but not limited to potential publications or webinars	October 2020-May 2021	Beate Gersch with the subcommittee members	

Activity #2 Assessment
How will success be measured?
Number of Spotlights published on ACRL Insider, as well as number of views of the posts.

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #3	
<b>Activity Name:</b>	VAL resource oversight
<b>Brief Description:</b>	VAL has a number of resources to maintain including the VAL statement, Assessment in Action resources, Libraries Transform toolkit, VAL WordPress site ( <a href="https://www.acrl.ala.org/value/">https://www.acrl.ala.org/value/</a> ), and VAL landing page ( <a href="http://www.ala.org/acrl/issues/value">http://www.ala.org/acrl/issues/value</a> ).

Activity #3 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date:	
	Unknown

ACRL Plan for Excellence	
<b>Check the best goal and objective.</b>	
X	Value of Academic Libraries
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
Core Commitment to Equity, Diversity & Inclusion	
Enabling Programs and Services (education, advocacy, publications, or member engagement)	
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Keeping VAL resources up to date and relevant allows practitioners to connect with VAL and utilize resources in their own work.	

Activity #3 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Form subcommittee	August 2020	Joe Pirillo will be the lead for the subcommittee with the support of Amanda Folk and Becky Croxton	
Review VAL Statement and make revisions as appropriate; submit to ACRL Board for approval	September 2020-January 2021	Joe Pirillo and members of the subcommittee	ACRL staff support
Solicit feedback from the COVID-19 subcommittee, specially related to online/distance education	December 2020	Joe Pirillo and members of the subcommittee	
Solicit feedback from the EDI&SJ subcommittee to ensure that those values are integrated into the document	December 2020	Joe Pirillo and members of the subcommittee	
Work with ACRL staff to implement recommendations to existing VAL web presence	Unknown	Joe Pirillo and members of the subcommittee	ACRL staff – Chase Ollis and David Free

Activity #3 Assessment
How will success be measured?
Receiving approval from the ACRL Board for an updated VAL statement.

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #4	
<b>Activity Name:</b>	Learning Analytics/Privacy
<b>Brief Description:</b>	As the use of learning analytics continues in many institutions of higher education, the question of libraries' participation and concerns for student privacy is a topic that VAL will explore. In addition, the VAL committee will explore the intersections of EDI&SJ with learning analytics.

Activity #4 Timeline	
<b>How long will it take to do this project?</b>	
	continuous project assigned in charge
	short-term project that will be completed this membership year
X	multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
X	Value of Academic Libraries
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
Core Commitment to Equity, Diversity & Inclusion	
Enabling Programs and Services (education, advocacy, publications, or member engagement)	
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Exploring data analytics as connected to library impact will help members engage and promote the value of academic libraries.	

Activity #4 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Form subcommittee	August 2020	Joe Pirillo will be the subcommittee lead with support from Amanda Folk and Becky Croxton	
Launch the data analytics toolkit	August 2020	Joe Pirillo and the subcommittee members	
Determine relevant methods for promoting the toolkit	December 2020	Joe Pirillo and the subcommittee members	
Explore the intersections of EDI&SJ and learning analytics and/or critical assessment practices; make recommendations for educational activities related to this	February 2020	Joe Pirillo and the subcommittee members	
Work with COVID-19 subcommittee on potential educational activities related to learning analytics and online education	Ongoing	Joe Pirillo and the subcommittee members	

Activity #4 Assessment
How will success be measured?
Views/hits on the toolkit after launch. Implementation of relevant educational activities, including hits/views or registrations/attendees.

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #5	
<b>Activity Name:</b>	Value of Libraries during COVID-19 disruption
<b>Brief Description:</b>	Academic libraries have provided support as institutions have had to rapidly shift from a primarily in-person environment to completely online or hybrid during the COVID-19 crisis. This activity seeks to explore and highlight the value that academic libraries have provided to their institutions during that time and help to identify some possible best practices for the future.

Activity #5 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <input type="text"/>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
<input checked="" type="checkbox"/>	Value of Academic Libraries
<b>Student Learning</b>	
<b>Research and Scholarly Environment</b>	
<b>New Roles and Changing Landscapes</b>	
<b>Core Commitment to Equity, Diversity &amp; Inclusion</b>	
<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>	
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
This activity will highlight the value that academic libraries have provided to their institutions during a specific crisis and consider the long-term impact of that support.	



Activity #5 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Form subcommittee	August 2020	Holt Zaugg will be the subcommittee lead with support from Amanda Folk and Becky Croxton	
Review the survey data collected by ACRL in spring 2020 related to the COVID-19 data; identify trends or patterns that emerge	January 2021	Holt Zaugg and the subcommittee members	ACRL support staff
Identify best practices for academic libraries when faced with an emergency or disaster situation.	June 2021	Holt Zaugg and the subcommittee members	
Make recommendations for the VAL statement revision related to identified trends or patterns, particularly as it relates to online/distance education	December 2020	Holt Zaugg and the subcommittee members	
Work with the learning analytics/privacy subcommittee to identify relevant educational activities (e.g. webinars, panels) about how academic libraries can support online/distance education efforts	February 2021	Holt Zaugg and the subcommittee members	
Implement at least one educational activity identified	May 2021	Holt Zaugg and the subcommittee members	

Activity #5 Assessment
How will success be measured?
Identification of trends/patterns related to VAL activities and incorporation into a revised VAL statement; offering of at least one educational activity, including registrants/attendees (if appropriate measure)

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

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 31, 2020**, the outgoing chair should post the combined template with only the 2019–2020 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, staff liaison should all review and approve the work plan. By **August 15, 2020**, the incoming chair should post the combined template with the 2019–2020 report and 2020–2021 work plan sections completed to ALA Connect. Projects included in a committee’s work plan will be implemented September 2020 through June 2021.

Committee Name & Charge	
<b>Committee Name:</b>	ACRL Equity, Diversity, and Inclusion Committee
<b>Charge/Tasks:</b>	To oversee and coordinate ACRL’s Core Commitment to equity, diversity, and inclusion, as described in the <a href="#">strategic plan</a> . 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.

2019–2020 Leadership (terms: July 1, 2019–June 30, 2021)	
<b>Chair:</b>	Derrick Jefferson
<b>Vice-Chair:</b>	Mary Beth Lock
<b>Board liaison:</b>	Faye A. Chadwell
<b>Staff liaison:</b>	Allison Payne
<b>Other leaders:</b>	Maisha Carey, incoming Vice-Chair

2020–2021 Leadership (terms: July 1, 2020–June 30, 2021)	
<b>Chair:</b>	Mary Beth Lock
<b>Vice-Chair:</b>	Maisha Carey
<b>Board liaison:</b>	Faye A. Chadwell
<b>Staff liaison:</b>	Allison Payne
<b>Other leaders:</b>	

Report & Work Plan Submission			
<b>Year-end report written by:</b>	Mary Beth Lock/Maisha Carey	<b>Date:</b>	<b>7/9/2020</b>
<b>Work plan submitted by:</b>	Mary Beth Lock/Maisha Carey	<b>Date:</b>	<b>8/15/2020</b>

## 2019–2020 Year-end Report

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

### 1. What were the major projects/activities accomplished by your committee in the 2019–2020 membership year (July 1, 2019 to June 30, 2020)?

Committee meeting held January 8th with 8 attendees. The meeting discussed future directions including developing 3 sub-committees to work on events, mentoring, and review of existing framework documents to ensure they are still in alignment with current understanding. The group also discussed having an event at ALA Annual that would bring all doing EDI work together, regardless of division or committee to create awareness of work that each group is doing.

After ALA Annual in person was cancelled, a Committee meeting was held on June 18th, where these goals were further discussed and established, connections were made, and Maisha Carey was welcomed and on-boarded as incoming Vice Chair.

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

We are growing awareness of our place in the EDI landscape, and establishing connections with other groups doing similar work throughout ALA and ACRL.

### 3. Which if any 2019–2020 projects will continue next year?

As our plans for an event were interrupted, we will continue to reimagine how we can continue to establish connections across the organizations. We will also establish the three subcommittees (events, mentoring, and Framework review) to move our work forward in these arenas.

### 4. What worked well?

Committee meetings allowed for enthusiastic engagement.

### 5. What could have worked better?

Greater attendance at meetings would have provided more input.

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

We have established a goal to unite people doing EDI work, regardless of affiliation within the association. We have established connections to other committees and task forces, and have put forth a volunteer to support the work of the new EDI Assembly. In our committee meetings attendees provide information on webinars, symposiums, conferences, etc so we can be informed on other developmental opportunities. We are working in the committee to establish a community that supports everyone. While we have to be socially separated at a time when we need greater interaction and connection, we continue to support each other virtually.

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

Some background on what the committee had done to this point might have provided good guidance. But as this arena is changing so rapidly, it might not have been essential to our work this year. Guidance from the Board that provides direction, assignments, parameters, if any, would be useful.

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

Opportunities to come together with like minded individuals is a balm to the chaos that is happening in the social justice sphere right now. Even if all we do is provide each other that, that is something important.

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

### 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

#### Work Plan Activity #1

<b>Activity Name:</b>	Establish a subcommittee to provide mentorship that supports mid-career librarians
<b>Brief Description:</b>	Provide support for retention of underrepresented librarians, especially those going through the tenure track process. Best practices, lessons learned, where to go on your campuses to find what is important for creating dossiers. Informal, in a webinar format. Mentoring: identify mentors and mentees.

#### Activity #1 Timeline

<b>How long will it take to do this project?</b>	
continuous project assigned in charge	
short-term project that will be completed this membership year	
multi-year project continuing past June 30, 2021. Expected completion date:	2022

#### ACRL Plan for Excellence

<b>Check the best goal and objective.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment
New Roles and Changing Landscapes

<b>Core Commitment to Equity, Diversity &amp; Inclusion XX</b>			
<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>			
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>			
Provide support, mentoring, and networking opportunities for underrepresented librarians in the tenure and promotion process.			
<b>Activity #1 Outline</b>			
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>			
<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Construct a plan for creating a mentor/mentee program	December, 2020	Chair of subcommittee	Collaboration with others who have completed a mentor/mentee pairing. (ie. LLAMA and SustainRT)
Identify mentors/mentees	January-April, 2021	Chair of subcommittee	
Pair mentors/mentees for the academic year	May, 2021-April, 2022	Participants in the mentor/mentee pairing	
Report on progress at committee meetings	Every other Month	Mary Beth Lock	Meeting setup

<b>Activity #1 Assessment</b>
<b>How will success be measured?</b>
Mentor/mentee pairs successfully met and were mentees provide adequate support from mentors from May, 2021-May, 2022.

<b>2020–2021 Work Plan</b>
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Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #2	
<b>Activity Name:</b>	Standards/Framework evaluation subcommittee
<b>Brief Description:</b>	Create a subcommittee to review and evaluate Standards/Framework, and ensure language is in alignment with best practices. Complete review and provide suggested edits.

Activity #2 Timeline	
<b>How long will it take to do this project?</b>	
continuous project assigned in charge	
short-term project that will be completed this membership year	
multi-year project continuing past June 30, 2021. Expected completion date:	July, 2021

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

Activity #2 Outline			
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Create subcommittee, and review/provide the charge	December, 2020	Derrick Jefferson	Discuss at initial committee meeting in August. Zoom meeting setup.

Meet every other month to review documents, provide edits	May, 2021	Derrick Jefferson	Zoom meetings setup, emails, Connect.
Report to full committee on progress at committee meetings	every other month	Derrick Jefferson	meeting setup

<b>Activity #2 Assessment</b>
<b>How will success be measured?</b>
Language in all documents is reviewed for accuracy and currency.
<b>2020–2021 Work Plan</b>

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

<b>Work Plan Activity #3</b>	
<b>Activity Name:</b>	Events planning subcommittee
<b>Brief Description:</b>	Create a subcommittee that can provide online workshops, speakers, conferences, to provide Professional Development opportunities throughout ACRL. Subcommittee will identify and promote existing content, and/or create new.

<b>Activity #3 Timeline</b>	
<b>How long will it take to do this project?</b>	
continuous project assigned in charge	
short-term project that will be completed this membership year	
multi-year project continuing past June 30, 2021. Expected completion date:	July, 2021

<u><a href="#">ACRL Plan for Excellence</a></u>
<b>Check the best goal and objective.</b>
Value of Academic Libraries
Student Learning
Research and Scholarly Environment

<b>New Roles and Changing Landscapes</b>			
<b>Core Commitment to Equity, Diversity &amp; Inclusion XX</b>			
<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>			
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>			
This group will provide Professional Development content to the ACRL community that expands understanding of EDI and social justice issues.			
<b>Activity #3 Outline</b>			
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>			
<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Form a subcommittee to discuss creation of new content/avenues for promoting existing content	October, 2021	Mary Beth Lock	Request response during August, 2020 committee call.
Identify existing content and promote it through Connect and other channels	November - July, 2021	Subcommittee lead	Connect
Identify and line up speakers to create new content before ALA annual	ALA Annual, 2021	Subcommittee lead	Connect/ALA Annual connections. Payment for speaker(s).
Report on activities to full committee at meetings	Every other month	Mary Beth Lock	Meeting setup

<b>Activity #3 Assessment</b>
<b>How will success be measured?</b>
Participation in Professional Development opportunities for those working in EDI spheres increases.



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## Board of Directors Action Form

To: ACRL Board of Directors

Subject: Critical Review of ACRL Awards in FY22

Submitted by: Karen Munro, ACRL Immediate Past President, Julie Garrison, ACRL Vice President/President Elect, and Chase Ollis, ACRL Professional Development and Outreach Specialist

Date submitted: January 12, 2020

### Background

For decades, ACRL has honored outstanding contributions to the profession through its annual awards program with national recognition from the community and, in many cases, monetary prizes donated by corporate sponsors. While the program remains popular and the opportunities it provides for both recipients and those serving on award juries are meaningful, much has changed in recent years both within the Association and across the professional landscape that warrants consideration, notably a challenging funding environment, changing sponsor desires, and member and staff capacity.

In Fall 2016, the Board appointed a task force to review ACRL award funding policies and how new awards are created. Based on the task force's recommendations, the Board approved a five-year moratorium on the establishment of any new awards through Fall 2023, at which time the Board will revisit the process for establishing new awards.

In 2018, ACRL added a Core Commitment to equity, diversity, and inclusion (EDI) to its [Plan for Excellence](#), with the goal of weaving EDI principles into all of the Association's programs and services. ACRL has made great progress on this goal but has yet to examine the Awards program through an EDI lens.

ACRL currently manages [21 awards](#) overseen by 16 committees and funded by nearly \$40,000 from nine outside sponsors as well as three endowments and, in one case, section membership funds (Doc 9.1 Award Funding Descriptions). While sponsors once committed to three-year funding terms (nearly all awards are on the same timeline, except two), many now review their commitments annually, which requires additional staff and volunteer time each year to cultivate relationships and secure donations. Sponsors' preferences have changed, with some now seeking additional involvement in the award jury process or in planning and participating in award presentations. Since some of these requests are not permitted by ALA/ACRL award policies, it has become increasingly difficult to secure continuous

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sponsorships. Because the administrative fee from sponsors does not cover all costs and about \$30,000 of funding from sponsors goes directly to award recipients, the association underwrites the awards program at a cost of \$25,000 annually. Primarily this is staff time devoted to duties such as communication and marketing, web and application maintenance, sponsorship negotiations, coordinating award presentations, processing donations and award checks, preparing plaques, and other administrative tasks.

We believe that now is an opportune time to pause the 2022 award season in order to engage in a period of critical review, reflection, feedback, and action. Other divisions within ALA have paused their award programs, including the [Public Library Association](#) and newly formed [Core](#), as they work to address many of the same issues during this time of uncertainty and transition. ACRL's awards are nearly all funded for this current season, but all of our awards again come up for renewal in early 2021 to fund the 2022 awards, presenting a unique opportunity to take a breath for this important work.

The recommendation is to pause all awards, which will allow us to take a systematic and holistic review of the entire ACRL awards program. This will also eliminate the need for volunteers and staff to devote time to both maintaining some awards while also facilitating a review process (during a period when volunteers are stretched at their home institutions and staff time is reduced 10% due to furloughs).

During a December 14, 2020 conversation with member leaders who administer awards and in their subsequent review of this document, some raised the following concerns with pausing:

- awards are one way to promote the work of a section and encourage membership
- relationships with sponsors may weaken and would have to be cultivated anew
- timing would be unfortunate for some, as either their award was not given in the previous year and this would create a two-year gap, or they just received sponsorship within the last year or two, and this could preemptively sever that relationship
- there are not many awards recognizing the achievements of academic librarians so they hold value beyond a monetary prize
- the work to take a pause and make significant changes to the awards program would be substantial

Other member leaders voiced support for pausing the program, noting:

- the timing makes sense considering the intersection of the many challenges facing the Association
- it seems that both nominators and committee members are exhausted, and the work that goes into putting together a nomination can be substantial
- a pause would allow us to rethink the representation in the award pools: are nominees and award winners coming from diverse backgrounds and academic settings, if not, why?
- there appears to be some overlap with awards (e.g., there are two separate "Innovation" awards)

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- a commitment to EDI only matters if the association takes action and reconsiders its own policies and practices. In addition to statements, review of ACRL awards would lead to action - further infusing the Core Commitment
- pausing the program would allow committees to take the time to consider who these awards are serving

### Stakeholders

Chairs of all ACRL awards committees were invited to participate in a virtual meeting on December 14 to discuss the possibility of recommending a pause to the FY22 awards program, as were section chairs for those sections that administer awards and Board liaisons to division-level award committees. A draft of this action form was subsequently shared for reaction and those who wished to contribute statements were invited to do so (see Doc 9.2). While most member leaders who administer awards were in favor of this recommendation, some were not.

### Fiscal and Staffing Impact

If the recommendation is approved, staff and member leaders would not begin work this winter and spring to seek sponsors for FY22. This would save labor, during a period when member leaders continue to be stretched thin due to the pandemic and ALA staff will be off for 3 weeks of furlough (in March, June, and August). It would also mean reduced net revenue from award sponsorship fees of \$4,400 for ACRL in FY22.

### Action 1

Motion: That the ACRL Board of Directors approves pausing the current awards program and charges a task force to review ACRL's awards program and make recommendations for its future.

**Task Force Name:** ACRL Awards Task Force

#### Charge & Tasks:

Review ACRL's awards program. Gather input from each award committee to understand the history and the achievements each award is working to recognize. Seek input from a broad cross-section of ACRL members (including those not currently serving on award juries or involved with the nomination process) and non-member academic library workers to understand how meaningful the ACRL awards program is to our communities. Conduct an environmental scan of other associations to discover alternate models and benchmark effective practices for recognizing achievement.

Address the following questions:

- What value do members derive from the current awards program?
- Are current funding mechanisms sustainable to support awards into the future?
- Where is there overlap in awards?
- Are there professional gaps that the current awards program does not address?

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- Do ACRL awards programs benefit ACRL's diverse group of members and do they further our Core Commitment to equity, diversity, and inclusion (EDI)?
- Are there other models ACRL should consider adopting to recognize achievement that would provide value to members of the profession, their libraries, and the communities they serve?

Based upon this review, make a recommendation on the future of the ACRL awards program.

### Composition:

- Chair - a current or recent chair or Board liaison of one of the award committees
- 1 current EDI committee member
- Board Liaison
- Staff Liaison
- A cross-section of 8-10 ACRL members representing various stake-holder groups
- Additional member appointments at the discretion of the Vice-President/President-Elect

### Timeline:

- Task force terms: February 1, 2021 – January 31, 2022
- Interim reports submitted: June 2021
- Final report: November 2021

### Action 2:

In addition, that the ACRL Board of Directors approves that:

- ACRL makes award committee appointments for program year 2021-2022 (July 1, 2021-June 30, 2022) and encourages all section award committees to do so.
- While committees pause promoting and jurying the awards they oversee, committee members be asked to work with their chair (or designee) to provide input and reaction to the work of the task force.

### Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

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☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

Award	Award Amount	Funding Source
<b>Division Awards</b>		
Academic/Research Librarian of the Year	Award: \$5,000 Fee: \$1,000	GOBI Library Solutions from EBSCO
Excellence in Academic Libraries Awards	Award: \$3,000 for each of 3 libraries (\$9,000 total)  Travel Support: \$3,000 to support ACRL officers' travel to present award on each campus	GOBI Library Solutions from EBSCO
Hugh C. Atkinson Memorial Award	Award: varies, based on interest generated from endowment each year	Hugh C. Atkinson Memorial Award Endowment
<b>Section Awards</b>		
CJCLS EBSCO Community College Learning Resources Awards	Award: \$750 for each of two awards Fee: \$300	EBSCO Information Services
CLS Innovation in College Librarianship Award	Award: \$1,000 Fee: \$200	SCELC
DOLS Routledge Distance Learning Librarianship Conference Sponsorship Award	Award: \$1,200 Fee: \$300	Routledge/Taylor & Francis
EBSS Distinguished Education and Behavioral Sciences Librarian Award	Award: \$2,500 Fee: \$500	American Psychological Association
ESS De Gruyter European Librarianship Study Grant	Award: €2,500 Fee: €500	Walter De Gruyter Foundation for Scholarship and Research
IS Miriam Dudley Instruction Librarian Award	Award: \$1,000 Fee: \$200	ACRL Instruction Section
IS Ilene F. Rockman Instruction Publication of the Year Award	Award: \$1,000 Fee: \$200	Carrick Enterprises
IS Innovation Award	Award: \$3,000	EBSCO Information Services

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	Fee: \$600	
PPIRS Marta Lange/SAGE-CQ Press Award	Award: \$1,000 Fee: \$200	SAGE-CQ Press
RBMS Leab Exhibition Catalogue Awards	Award: citation, no monetary prize (endowment interest used to cover catalogue shipping costs)	Leab Endowment
STS Oberly Award for Bibliography in the Agricultural or Natural Sciences (biennial)	Award: varies, based on interested generated from endowment every two years	Oberly Endowment
ULS Outstanding Professional Development Award	Award: \$1,000 Fee: \$200	Library Juice Academy
WGSS Career Achievement in Women & Gender Studies Librarianship	Award: \$750 Fee: \$150	Duke University Press
WGSS Significant Achievement in Women & Gender Studies Librarianship	Award: \$750 Fee: \$150	Duke University Press
<b>Inactive Awards</b>		
STS Innovation in Science and Technology Librarianship Award	N/A (formerly \$3,000 award)	N/A (formerly IEEE, prior to 2014)

### Key

Sponsor-funded (green)	Endowment-funded (yellow)	Member-funded (orange)
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## ACRL Member Statements

ACRL award committee chairs, section leaders, and Board liaisons were invited to submit additional input in the form of brief statements regarding the potential pause to the awards program. Below are the statements received by Monday, January 11, 2021.

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*CJCLS Awards Committee, submitted by Laura Mondt, 2020-2021 CJCLS Awards Committee Chair*

"The CJCLS Awards committee supports the decision to pause the ACRL Awards program for 2021-22. We welcome the creation of a taskforce to determine the future direction of both the ACRL and CJCLS awards. We currently have two longstanding awards, the EBSCO Community College Learning Resources Program Award and the EBSCO Community College Learning Resources Leadership Award. We do advocate for continued recognition of the achievements of community college libraries and librarians and plan to recognize our talented community through a refreshed awards program in the future. The CJCLS 2021-22 Awards Committee looks forward to providing input and guidance to the task force as they craft recommendations for the future of the awards program."

*PPIRS, submitted by Erin Ackerman, 2020-2021 PPIRS Chair*

"On behalf of the Politics, Policy, and International Relations Section (PPIRS), I write to express our reluctance to pause our section award. The Marta Lange Award is an important part of our section's outreach to and recruitment of new members. It is also a key piece of marketing to faculty and their professional associations, including the American Political Science Association, the work PPIRS librarians do and the benefits of librarian/faculty collaboration. Our section revised the Marta Lange Award guidelines within the last five years to deemphasize the "lifetime achievement" feel of the award and allow for the recognition of outstanding contributions by librarians in a variety of categories, including instruction, mentorship, professional development, and research. We believe these revisions can aid in making our award, and ACRL awards generally, more equitable and inclusive. We understand the difficult constraints for ACRL and its staff right now and accept that, in order to be responsible stewards of the organization, the Board may choose to pause the overall award program as it currently operates. We ask that, should that be the Board's decision, sections be allowed to present our awards in the interim, without sponsorship or dedicated ACRL staff time and using section budgets to provide prize recognition."

*Dale Poulter, Hugh C. Atkinson Memorial Award Committee Chair*



"The proposal looks good. The only item I would suggest is to include at least one representative from the funding sources."

*Chelsea Heinbach, IS Ilene F. Rockman Instruction Publication Award Committee Chair*

"While I agree that ACRL awards require a substantial overhaul to ensure they are inclusive and reflective of DEI values, I do not believe that a one-year hiatus without funding is the ideal way to make those changes. DEI work is often underfunded and that is partially why we do not see any substantive change in the profession. Important changes can be made while keeping the committees intact and functioning, as there are typically a few quiet months in summer and late spring that bookend the core work of these committees. This is the perfect time for committees to evaluate past processes and identify potential changes. For example, my vice-chair and I lowered barriers in our committee's nominations process, work which only took only a few hours over the course of three weeks. Despite 2020 being challenging, we received four times the amount of typical nominations as a result. This is one change of many that needs to be made, but I believe that work can be done whilst committees remain intact and functioning.

Additional concerns and ideas:

- The process of overhauling the awards process to center DEI will take longer than a year, especially given planned furloughs of ACRL staff and no existing task force.
- When committee chairs met in December, we were not given a thorough plan for the proposed DEI overhaul. It appears ACRL does not have the funding necessary to continue awards but is attempting to make the pause more palatable by putting it under the guise of DEI. This feels disingenuous and discounts the long-term labor necessary to transform ACRL to an inclusive space.
- Committees, in addition to selecting awardees for next year, can be charged with identifying potential improvements to their own processes. Chairs, people who have direct experience with the varied award criteria and processes, could be appointed to an ACRL Task Force to overhaul the system.
- Awards are important for librarians seeking promotion and tenure, and ACRL is one of the only places to seek awards.
- Committee service is required for librarians seeking promotion and tenure. Putting all awards committees on hiatus for a year disrupts many people's planned professional contributions.

I suggest that if ACRL leadership wants to pause awards they offer a clearer plan and timeline that warrants the aforementioned negatives the pause will cause. In the meantime, awards committee work should continue and ACRL should guide committees in developing more inclusive practices so that we might actualize a more just, equitable, and inclusive organization."

*On November 16, 2020, the ACRL Board of Directors approved the ACRL Budget & Finance Committee's recommendation for the FY22 Assumptions for ACRL and Choice. Presented again for ease of reference.*



## **FY2022 Budget Assumptions**

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

The ACRL Budget & Finance Committee reviewed these draft assumptions on November 5, 2020. The Board will review, suggest revisions as needed, and approve the assumptions below at its 2020 Fall Board Virtual Meeting on November 16, 2020. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY22 budget for review by the Budget & Finance Committee at their winter meeting (anticipated near or during the 2021 ALA Midwinter Meeting, January 22-26).

### **General Overview: The economic climate and U.S. higher education**

As we begin to prepare the FY22 budget for ACRL, the global economic outlook is largely influenced by the effects of the COVID-19 pandemic. The World Bank states that, "Current projections imply that the COVID-19 global recession will be the fourth (of eleven) deepest in this period and the most severe since the end of World War II."<sup>1</sup> Global GDP contraction is projected by the International Monetary Fund at -4.9%<sup>2</sup>, the World Bank at -5.2%<sup>1</sup>, and the Organization for Economic Co-operation and Development between -6% to -7.6%<sup>3</sup>. Although the U.S. Economy rebounded in the third quarter of 2020 (at an annual

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<sup>1</sup> The World Bank, "Pandemic, Recession: The Global Economy in Crisis," June 2020. Accessed September 10, 2020. <https://www.worldbank.org/en/publication/global-economic-prospects>

<sup>2</sup> International Monetary Fund, "World Economic Outlook Update, June 2020: A Crisis Like No Other, An Uncertain Recovery," June 2020. Accessed September 9, 2020. <https://www.imf.org/en/Publications/WEO/Issues/2020/06/24/WEOUpdateJune2020>.

<sup>3</sup> OECD, "OECD Economic Outlook, June 2020: The world economy on a tightrope," June 2020. Accessed September 10, 2020. <http://www.oecd.org/economic-outlook/june-2020/>

rate, GDP grew by 33.1 percent from July through September)<sup>4</sup>, economist do not expect this quarter's growth to continue for the fourth quarter. While it is expected that FY22 will be largely influenced by the effects of the 2020 global pandemic, other current events, including the November 2020 US election, racial justice movement, extreme weather events<sup>5</sup>, and wealth inequality<sup>6</sup>, will also influence the economic climate and outlook. The effects of the pandemic are expected to impact the economy for years<sup>7</sup>, and the global outlook is dependent on many unknown factors, including a potential new stimulus plan from Congress, the development and rollout of a vaccine and improved treatment, potential subsequent waves of the SARS-CoV-2 virus, and changing consumer behavior.

Higher education has been impacted by the pandemic, and the full extent is yet to be known. Before the pandemic, state spending on public colleges and universities was already well below the historical levels prior to the Great Recession of 2008-09.<sup>8</sup> Insider Higher Ed reported that, "State funding nationwide is nearly 9 percent below pre-Great Recession levels and 18 percent below where it was before the 2001 tech bust."<sup>9</sup> Although "most Americans believe state spending for public universities and colleges has increased or at least held steady over the last 10 years," in fact, "states have collectively scaled back their annual higher education funding by \$9 billion during that time, when adjusted for inflation."<sup>10</sup> Despite public perception, it is estimated that, "the financial impact of the pandemic on students and institutions would total at least \$120 billion."<sup>11</sup> Higher ed is considering and has implemented a number

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<sup>4</sup> U.S. Department of Commerce, Bureau of Economic Analysis, "Gross Domestic Product, Third Quarter 2020 (Advance Estimate)" October 29, 2020. <https://www.bea.gov/index.php/news/2020/gross-domestic-product-third-quarter-2020-advance-estimate> Accessed October 31, 2020.

<sup>5</sup> University of Cambridge, "New approaches to help businesses tackle climate change," February 26, 2020. Accessed September 29, 2020. <https://www.cam.ac.uk/research/news/new-approaches-to-help-businesses-tackle-climate-change>

<sup>6</sup> Juliana Menasce Horowitz, Ruth Igielnik, Rakesh Kochhar. "Trends in income and wealth inequality," Pew Research Center. January 9, 2020. Accessed September 28, 2020. <https://www.pewsocialtrends.org/2020/01/09/trends-in-income-and-wealth-inequality/>

<sup>7</sup> Òscar Jordà, Sanjay R. Singh, and Alan M. Taylor. "The Long Economic Hangover of Pandemics," Finance & Development. International Monetary Fund. June 2020, Volume 57, Number 2. Accessed September 9, 2020. <https://www.imf.org/external/pubs/ft/fandd/2020/06/long-term-economic-impact-of-pandemics-jorda.htm>

<sup>8</sup> Michael Mitchell et. al., "Unkept Promises: State Cuts to Higher Education Threaten Access and Equity Reduced Quality," *Center on budget and Policy Priorities*, October 4, 2018, <https://www.cbpp.org/research/state-budget-and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and>. Accessed November 5, 2019.

<sup>9</sup> Emma Whitford. "Public Higher Ed Funding Still Has Not Recovered From 2008 Recession," *Inside Higher Ed*, May 5, 2020, <https://www.insidehighered.com/news/2020/05/05/public-higher-education-worse-spot-ever-heading-recession>. Accessed September 11, 2020.

<sup>10</sup> Jon Marcus. "Most Americans don't realize state funding for higher ed fell by billions," *The Hechinger Report*, February 26, 2019. <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>. Accessed November 5, 2019.

<sup>11</sup> Kery Murakami. "Colleges: Financial Toll of Coronavirus Worse Than Anticipated," September 29, 2020. Accessed September 29, 2020. <https://www.insidehighered.com/quicktakes/2020/09/29/colleges-financial-toll-coronavirus-worse-anticipated>

of cost savings measures, including tuition discounts to increase student enrollment and overall revenue, borrowing from endowments, and seeking additional federal and state funding.

The projected federal growth has gone from a projected 2.3% increase for 2020 to an 8.6% decrease in 2021.<sup>12 13</sup> The Higher Education Price Index (which projects major cost factors for colleges and universities) is forecasting a 2.2% decrease in 2020, which is a decline from the estimated 2.6% increase from a year ago 2019.<sup>14 15</sup> It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.<sup>16</sup> In the last ten years, state funding has decreased by \$9 billion when adjusted for inflation, and “state appropriations per full-time student have fallen from an inflation-adjusted \$8,489 in 2007 to \$7,642 in 2017.”<sup>17</sup> Decreased state funding is a trend, as funding for public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than \$7 billion below its 2008 level, after adjusting for inflation. Without considering inflation, state fiscal support for higher education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is “down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years.”<sup>18</sup> “In only six states have higher education budgets returned to or surpassed their pre-recession levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession.”<sup>19</sup> To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services, reducing access to college education for some and calling into

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<sup>12</sup> “An Update to the Economic Outlook: 2019 to 2029,” *Congressional Budget Office*, August 21, 2019, <https://www.cbo.gov/publication/56542>.

<sup>13</sup> “An Update to the Budget Outlook: 2020 to 2030,” *Congressional Budget Office*, September 2020, <https://www.cbo.gov/publication/55551>.

<sup>14</sup> Higher Education Price Index (HEPI) Estimate for June 2020,” *Commonfund*, June 26, 2020. Accessed on September 28, 2020. <https://www.commonfund.org/index/higher-education-price-index-hepi-estimate-for-june-2020>.

<sup>15</sup> “Higher Education Price Index (HEPI) Estimate for August 2019,” *Commonfund*, September 4, 2019. Accessed on September 24, 2019. <https://www.commonfund.org/news-research/index/hepi-estimate-august-2019/>.

<sup>16</sup> Luba Ostashevsky, “As economy rebounds, state funding for higher education isn’t bouncing back,” *PBS News Hour*, September 14, 2016, <http://www.pbs.org/newshour/updates/economy-rebounds-state-funding-higher-education-isnt-bouncing-back/>.

<sup>17</sup> Jon Marcus, “Most Americans don’t realize state funding for higher ed fell by billions,” *PBS News Hour*, February 26, 2019, <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>.

<sup>18</sup> Rick Seltzer, “‘Anemic’ State Funding Growth,” *Chronicle of Higher Education*, October 23, 2018. <https://www.insidehighered.com/news/2018/01/22/state-support-higher-ed-grows-16-percent-2018>.

<sup>19</sup> Jeffrey Selinger, “States’ decision to reduce support for higher education comes at a cost,” *Washington Post*, September 8, 2018, accessed October 24, 2018. [https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm\\_term=.4f55fd302b14](https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14)

question the quality of the program remaining.<sup>20</sup> Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise<sup>21</sup>.

In a recent survey of college and university presidents, “55 percent of presidents described their institution as offering ‘predominantly online, with some in-person instruction.’”<sup>22</sup> As institutions move from face-to-face to virtual classrooms, some students are expecting lowered tuition rates.<sup>23</sup> Some institutions have responded to this request by reducing tuition between 10% to 61%, delaying tuition hikes, adding incentives, and/or removing activity fees.<sup>24, 25</sup> A handful of colleges are offering a free year of tuition.<sup>9</sup> It is unknown how long the shift to virtual learning will be necessary or if this will be a lasting trend, but according to the Brookings Institution,<sup>26</sup> it is predicted that virtual and hybrid learning may continue as an option after the pandemic ends. Depending on the outcome of the US presidential elections, college tuition could become more affordable to students.<sup>27</sup> Candidate Biden has proposed making public college tuition-free for families earning \$125,000 or less “through a partnership, whereby the federal government would use funding to incentivize states to invest in their higher education institutions to eliminate tuition at those schools.”<sup>28</sup> Although total enrollment in degree-granting postsecondary institutions increased 27 percent from 2000 to 2018 (from 13.2 million to 16.6 million students), it was projected to increase by only 2 percent between 2018 and 2029 (from 16.6 million to

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<sup>20</sup>Ibid.

<sup>21</sup> Chronicle of Higher Education (2019) Beyond Budgets, <https://connect.chronicle.com/ByndBdgtsRT19>

<sup>22</sup> Jonathan Turk, Maria Claudia Soler Salazar, Anna Marie Ramos. “College and University Presidents Respond to COVID-19 2020 Fall Term Survey,” *American Council on Education*, October 8, 2020, <https://www.acenet.edu/Research-Insights/Pages/Senior-Leaders/College-and-University-Presidents-Respond-to-COVID-19-2020-Fall-Term.aspx>

<sup>23</sup> Abigail Hess. “More than 93% of U.S. college students say tuition should be lowered if classes are online,” *CNBC*, July 27, 2020, <https://www.cnn.com/2020/07/27/93percent-of-college-students-say-tuition-should-be-cut-for-online-classes.html>. Accessed September 11, 2020.

<sup>24</sup> Lilah Burke. “Rebates and Reversals,” *Insider Higher Ed*, July 24, 2020, <https://www.insidehighered.com/news/2020/07/24/some-colleges-discount-tuition-prices-online-fall>. Accessed September 11, 2020.

<sup>25</sup> Lilah Burke. “More Tuition Cuts,” *Inside Higher Ed*, August 14, 2020, <https://www.insidehighered.com/news/2020/08/14/colleges-continue-slash-tuition-response-pandemic>. Accessed September 11, 2020.

<sup>26</sup> John Villasenor. “Online college classes are here to stay. What does that mean for higher education?” *Brookings Institution*, June 1, 2020, <https://www.brookings.edu/blog/techtank/2020/06/01/online-college-classes-are-here-to-stay-what-does-that-mean-for-higher-education/>. Accessed September 11, 2020.

<sup>27</sup> Jillian Berman. “How a President Biden or a President Trump could affect the student-debt crisis and college affordability,” *MarketWatch*, September 21, 2020, <https://www.marketwatch.com/story/how-a-president-biden-or-a-president-trump-could-affect-the-student-debt-crisis-and-college-affordability-11600702994>. Accessed October 30, 2020.

<sup>28</sup> Jillian Berman. “Joe Biden’s free college plan could pay for itself within 10 years, Georgetown University analysis says,” *MarketWatch*, October 8, 2020, <https://www.marketwatch.com/story/new-analysis-estimates-the-financial-cost-and-benefits-of-bidens-free-college-plan-11601962724>. Accessed October 30, 2020.

17.0 million students).<sup>29</sup> This number is in line with high school graduation rate projections, which show the number of high school graduates increasing by 3% between 2014 and 2025.<sup>30</sup> A recent figure from Fitch Ratings, “cited preliminary data indicating enrollment across U.S. colleges and universities fell 3% this fall (2020) versus last year,” which is better than, “a 5 percent to 10 percent decline Fitch had been expecting.”<sup>31</sup> Given the current economy, that increase may accelerate as past trends show that “enrollment increases rapidly during economic downturns. At the same time, state funding decreases and tuition rises at a faster rate”<sup>32</sup>. Whether enrollments increase or decrease next fall, it is unlikely that higher education will see a substantive increase in its funding, absent a new federal tuition-free program, which typically translates to no more or less funding for academic libraries.

### **Economic climate and academic libraries**

Before the pandemic, ACRL membership numbers were on a slow but steady decline, which is in part due to the closing of institutions that have an impact on both ACRL’s organizational and personal members. Closures are declining, but there are still a significant number of institutions that close each year. In 2019, there were 543 closed postsecondary institutions in the US; in 2018, 711; in 2017, 947; in 2016, 1,111.<sup>33</sup> According to the data through September 7, 2020, 129 institutions closed in 2020. The workforce is aging, and the pool of potential academic librarians is in decline as evidenced by the drop in MLIS degrees awarded. Since the decline began in 2010-11, MLS degrees decreased from 7,729 to 4,843 in 2016-17 or by -37%.<sup>34</sup> There was a slight 2% increase in MLS degrees granted between 2016-17 and 2017-18.<sup>18</sup> Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.<sup>35, 36</sup> The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 5% increase job outlook, which is higher than

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<sup>29</sup> U. S. Department of Education: National Center for Education Statistics, “The Condition of Undergraduate Enrollment,” (May 2020). Accessed September 24, 2020. [https://nces.ed.gov/programs/coe/indicator\\_cha.asp](https://nces.ed.gov/programs/coe/indicator_cha.asp)

<sup>30</sup> Western Interstate Commission for Higher Education, “Overall Graduate High School Trends,” Accessed September 20, 2019. <https://knocking.wiche.edu/nation-region-profile/>

<sup>31</sup> Rick Seltzer. “Fitch: Negative Pressures Continue Into 2021 for Higher Ed.” *Insider Higher Ed*, October 29, 2020, <https://www.insidehighered.com/quicktakes/2020/10/29/fitch-negative-pressures-continue-2021-higher-ed>

<sup>32</sup> State Higher Education Executive Officers Association. “State Higher Education Finance 2019 Report” Spring 2020 <https://shef.sheeo.org/> Accessed October 31, 2020.

<sup>33</sup> U. S. Department of Education, Office of Federal Student Aid, “Closed School Weekly/Monthly Reports,” Accessed September 24, 2020. <https://www2.ed.gov/offices/OSFAP/PEPS/closedschools.html>

<sup>34</sup> Institute of Education Sciences NCES, “Master's degrees conferred by postsecondary institutions, by field of study: Selected years, 1970-71 through 2017-18,” accessed September 24, 2020, [https://nces.ed.gov/programs/digest/d19/tables/dt19\\_323.10.asp?current=yes](https://nces.ed.gov/programs/digest/d19/tables/dt19_323.10.asp?current=yes)

<sup>35</sup> Stephanie L. Maatta, “Placements & Salaries 2013: Explore All the Data.” *Library Journal*, October 17, 2013, accessed September 24, 2020. <https://www.libraryjournal.com/?detailStory=explore-all-the-data-2013>

<sup>36</sup> Suzie Allard, “Jobs by Region: Placements & Salaries 2019.” *Library Journal*, October 10, 2019, accessed September 24, 2020, <https://www.libraryjournal.com/?detailStory=Jobs-By-Region-Placements-Salaries-2019>

the 4% job outlook for all occupations.<sup>37</sup> While job growth is indicated as fast as average again, it is a decline from the 6% growth listed in 2019 and the 9% in 2018.

Another factor that could influence the size of ACRL's membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists, and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while 1/3 of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.<sup>38</sup>

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.<sup>39, 40</sup> Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs. Because "the current model of large publishers dominating scholarly publishing and inflation grinding down library budgets continues,"<sup>41</sup> tighter library budgets could mean less funding for staff development (e.g., association membership, continuing education) or sponsorship of library association programs.

The impact of the pandemic, along with the pre-pandemic trend of the continued state of lower funding and a consolidation in the marketplace, will affect ACRL's FY22 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. While we are still awaiting FY20 financial reports, data from FY19 show that revenues were declining before the pandemic. Gross revenues for consulting were below budget due to fewer than expected clients in the 4<sup>th</sup> quarter of FY19, but the 1<sup>st</sup> quarter of FY20 was off to a busy start. In FY19, webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget. In September 2020, the ACRL 2021 Conference planned for April 2021 was canceled as an in-person event and will be held as a virtual conference around the same dates. It is

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<sup>37</sup> Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians, accessed September 24, 2020, last modified date September 1 2020, <https://www.bls.gov/ooh/education-training-and-library/librarians.htm#tab-6>

<sup>38</sup> Russell Michalak, Monica D.T. Rysavy, and Trevor A. Dawes\*, "What Degree Is Necessary to Lead? ARL Directors' Perceptions," *College & research Libraries*, Vol. 80, N. 6, (2019). Accessed November 7, 2019. <https://crl.acrl.org/index.php/crl/article/view/23526/30835>

<sup>39</sup> James M. Day, "Consolidation of the Library Vendors," *Library Technology Launchpad*, October 12, 2016, <http://libtechlaunchpad.com/2015/10/12/consolidation-of-the-library-vendors/>

<sup>40</sup> David Parker, "ATG Special Report — Industry Consolidation in the Information Services and Library Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, <http://www.against-the-grain.com/2016/07/industry-consolidation-report/>

<sup>41</sup> Stephen Bosch, Barbara Albee, & Sion Romaine. "Costs Outstrip Library Budgets | Periodicals Price Survey 2020" *Library Journal* April 14, 2020 <https://www.libraryjournal.com/?detailStory=Costs-Outstrip-Library-Budgets-Periodicals-Price-Survey-2020> Accessed October 31, 2020

difficult to project at this early stage, but we expect to see reduced revenues and expenses for our flagship event.

The FY22 budget will include traditional revenue streams (e.g., non-serial publications, ad sales, webinars). ACRL staff will continue to adapt to a post-pandemic environment by further exploring virtual offerings, when needed, for in-person events (e.g., ACRL Conference, RBMS Conference, RoadShows). ACRL staff will continue to look for new entrepreneurial ideas and revenue streams, and consider cost savings throughout the year. As part of ALA's five-year pivot strategy<sup>42</sup>, FY22 is planned to be the first net neutral year for the organization. Strategies for ALA to achieve a net neutral by FY22 include two new revenue streams (CE and contributed revenue), the rollout of the LibLearnX event, and testing public markets for internal products.

In recent years, ACRL has been tasked by its Board and Budget & Finance Committee to spend down its net asset balance, and to look for appropriate opportunities to "invest" a portion of this net asset balance in strategic programs and services that serve the membership. Recent examples of such investments include the promotion of Project Outcome, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Through careful stewardship, the net asset balance, which had grown to \$5,002,115 at the beginning of FY16, has through investments in strategic initiatives been reduced to \$3,311,824 (FY19 August Final Close). We expect it to be further reduced to \$2,388,583 by FY20 close (per FY20 budget) but are pending financial reports that could verify actual.

As ACRL has strategically spent down its net asset balance and it is expected for the FY20 budget to have a greater deficit than planned, we are now looking to build a budget that balances expenses with revenue. During the June 2020 virtual meetings of the Board and Budget & Finance Committee, a list of over \$125,000 of cost savings was reviewed, and direction was given to staff to move forward with the budget cuts. Such investment in programs and services requires staffing support, and staff continues to look for ways to streamline procedures and automate processes where possible, freeing up more of their time for strategic initiatives and to accommodate work stoppage during 23 unpaid furlough days in FY21.

Going forward, the ACRL Board and Budget & Finance Committee will take a much harder look at any proposed new expenditures, as ACRL would need increased revenue streams (e.g., more members joining, increasing book sales, or projected growth for conference and professional development registrations) to support potential requests for increased or new expenditures. Our goal is to moderate many operational expenditures to be more in-line with current revenue expectations while aligning the

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<sup>42</sup> ALA Executive Board Doc FALL EBD 12.1.1 Five-Year Pivot Plan.

<http://www.ala.org/aboutala/sites/ala.org/aboutala/files/content/governance/ExecutiveBoard/20202021Docs/ebd%2012.1.1%20ALA%20Pivot%20Strategy.pptx>



budget to support the Plan for Excellence and the core commitment to equity, diversity, and inclusion through strategic investments from ACRL's net asset balance and the annual endowment transfer. It is important to note that the net asset balance (beginning reserve level for FY22 is expected to be \$1,814,619 per the FY21 budget) is moving closer to the mandated operating reserve amount of \$1,060,858. Ensuring that the net asset balance stays within the mandated operating reserve is another motivating factor for the Board and Budget Committee to carefully monitor expenses in FY22.

Because ACRL works to stay above the mandated operating reserve while still investing strategically in member programs and services, it will cease transfers to its long-term investment fund. If the Board and Budget Committee would like to resume these transfers in future years, there is a two-year notification requirement by ALA if ACRL wants to transfer more than \$50,000 to its LTI; transfers below \$49,999 do not require the two-year advance notification. Per the 2005 ACRL Board recommendation, the ACRL budget includes an LTI interest transfer (Project 3200) up to the maximum allowable amount. In FY19, ACRL transferred \$125,000 in appreciation from its LTI to its operating budget to support strategic initiatives. ACRL will plan to complete this transfer again for FY20. The FY22 budget will include an interest transfer of \$135,000 from the endowment to the operating budget.

## Choice FY22 Budget Assumptions

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### General Remarks

The changing character of Choice is something that has been liberally remarked upon in previous budget assumption documents, but the topic bears briefly revisiting here as so much of our budgeting is based on our evolution as a publishing unit.

Over the past decade the historical core of Choice's publishing program—reviews of new academic monographs—has gradually eroded as the use of reviews in the collection-development process succumbed to the twin forces of technological innovation and the tightening of materials budgets. Indeed, the collection-development function itself no longer occupies the central position it once commanded in many academic libraries. As a result, since 2009, combined circulation of *Choice* magazine and *Choice Reviews* has declined by 50%, from 3,500 the year of the Great Recession to 1,750 today, a remarkably predictable 6% a year.

The decline in the use of reviews has affected other parts of our business as well. Choice reviews generate two other streams of revenue: in-publication advertising and royalties from the licensing of reviews to publishers, aggregators, and purchasing platforms. These too are under stress. Since fiscal 2013, in-publication revenues—space ads in the magazine and banner ads in the database—have shrunk by 50%, while royalties have declined by a steeper 22%, from \$640K in FY13 to about \$500K in this year's budget.

Recognizing these trends, in recent years we have been vigorously working to uncover alternate sources of revenue based around sponsorships of newsletters, podcasts, and webinars and the underwriting of white papers. During the same period that traditional advertising was shrinking by half, these sponsored-content initiatives have been steadily growing, from a scant \$70K in FY13 to a budgeted \$417K this year. Webinar sponsorships alone have generated gross revenue of over \$1MM since the inception of the program in FY13.

The rise in sponsorship revenue is an important indicator of a larger trend at Choice: the development of an audience outside of the collection-development space, an audience eager to consume Choice content in formats and on platforms far removed from reviews. While review-based readership has fallen, we have been amassing a readership of far greater size and diversity around our media-intensive sponsored programs. Consider these engagement figures from the year just finished:

- Choice360 page views: 181,775
- Choice newsletter subscribers: 14,435 (6 monthly newsletters)
- Webinar registrants: 35,702 (32 webinars)
- Webinar attendees: 15,343
- Webinar screenings on the Choice Media Channel (YouTube): 77,009
- The Authority File podcasts: 42,532 downloads and streams
- White paper downloads: 5,480 (6 reports)

So, as fiscal 2021 gets underway, Choice presents two faces to the outside world: the one, as a publisher of tools supporting the traditional collection-development process; the other, as a producer of a media portfolio engaging an audience roughly five times as large. Herein lies our dilemma. Despite the phenomenal success of our media program (a success dependent on the flow of free content), the former remains the mainstay of our business, bringing in over \$2MM, or 84% of budgeted FY21 unit revenues. The sponsored-content/media portion of the business will generate only 20% of that, some \$400K.

Enter COVID-19. It is still not clear to us how deeply the pandemic will affect our business, but as dire reports of budget shortfalls in higher education filter down through industry reports and the general media, we cannot but expect that it will further depress revenues. While to date we seen no losses that are at variance with historical performance, those, presumably, are coming soon. Here then, are our general assumptions regarding our three principal revenue streams for FY22: subscriptions, royalties (licensing), and advertising.

## **Subscriptions**

The finances of any subscription business are governed by the rules of accrual accounting, in which revenues are recognized (“earned”) when a good or service is delivered rather than when cash is received from the subscriber. For accounting purposes, our subscription revenues are recognized in one-

month increments over the term of a twelve-month subscription. The result is to effectively “buffer” even a sudden downturn in renewals, as revenue continues to be recognized at a constant rate (1/12<sup>th</sup>) for the remaining subscriptions. Declines in renewal subscriptions will thus not be immediately apparent on the monthly performance reports, which show only earned income.

But of course a sharp downturn in cash does indeed serve as an indicator of things further down the road, and thus the amount of cash received during the initial months of the pandemic has been of value in forming assumptions around the FY22 budget. Since the beginning of the sequestration and the mass exodus of students from American colleges and universities in March of this year, cash receipts for both *Choice Reviews* and *Choice* magazine are down 17% from the same period (April to August) a year ago. Ordinarily one would assume this signals a dramatic downturn in subscriptions, but these figures are not so conclusive as they seem, for historically there is a wide variation in cash receipts in any one month. For instance, year-over-year April-to-August cash was down 19% for *Choice Reviews* in FY18, and *Choice* magazine suffered a 12% decline in cash during this same period in FY19, yet annual earned income for these products was off by only 1% (!) and 10%, respectively, in those years. So by themselves, these numbers do not portend the apocalypse, only the slow, relentless drip of a declining asset.

Having said that, far and away the majority of our subscriptions come from one subscription agent, EBSCO, which brings us a large number of batched subscriptions in November of each year and hence a large infusion of cash. Typically, November accounts for between 30% and 33% of total annual cash received for *Choice Reviews* and some 55% to 60% of *Choice* magazine subscriptions. So it is the November numbers that will provide us with our first real look at subscription revenues over the next year or so. From these we will be able to make a more informed judgement about calendar 2022, as renewal rates are a reliable indicator of future revenue.

Our *Reviews on Cards* continue to generate high-margin income despite its admittedly anachronistic format. That said, *Card* subscriptions have not been immune to the historical trend. Circulation was down 12% in FY21, and we expect continued declines of this magnitude in FY22.

For its part, subscription revenue from *Resources for College Libraries* arrives quarterly as a percentage (30%) of sales made by our partners at ProQuest, and, since we are effectively the “author,” not the publisher, of the work, *that* revenue is considered earned when we receive it. We have little visibility and even less influence, over RCL sales, but absent any information to the contrary, we are projecting only a modest decline in revenue in FY22.

### **Third-party Licenses**

Our licenses with the major platform providers and aggregators provide us with a fairly reliable stream of income. In recent years ProQuest, the largest of our licensees, has been regularly reducing the amount it is willing to pay for using *Choice* reviews in *Books in Print* and *Syndetics*, and those losses,

along with the loss (\$108K) of the ProQuest Intota license when that product failed in the marketplace, account for the lion's share of the decline in royalty revenue. We see no losses on that scale from other sources in the near term.

Nonetheless, it is worth pointing out that these assumptions do not include drastic, unanticipated losses in royalty income that might yet result from the COVID-19 pandemic. While COVID has certainly subjected subscription revenues to additional stresses, it would take cancellations on the part of hundreds of libraries to equal the loss of even one major licensee. For FY21, ProQuest licenses to Choice content have been budgeted at \$272,518. Should ProQuest suddenly shift course and allow its licenses to our reviews to expire in response to the pandemic (or for any other reason), the entire amount could become vulnerable within a twenty-four-month period. The probability of this type of sudden, wholesale loss is small and has not been factored in our assumptions for FY22, but it cannot be ruled out entirely. Nor is this risk confined to this one licensee.

### **Advertising and Sponsorships**

**Traditional Advertising.** We have already noted the precipitous decline we are seeing in traditional advertising, with several publishers openly stating to us that they will no longer produce print advertisements. Advertising in *Choice* magazine, which in FY13 brought in over \$450K (gross), fell to \$223K last year and is running at 66% of last year's performance thus far in FY21, well below budget. This trend, and its much smaller analogue in banner advertising in *Choice Reviews*, appears irreversible.

One as yet untested source of revenue is the recent introduction of advertising on Choice360.org, our newly relaunched customer-facing website. We are hopeful that the new site, which provides improved visibility of and easy access to the entire range of Choice content, may attract the interest of sponsors wishing to leverage their investment in Choice-created and produced webinars, podcasts, and white papers.

**Webinars.** Now in its eighth year, the Choice/ACRL webinar program is well established and continues to draw large and enthusiastic audiences, with lifetime-to date registrations approaching 140,000. Early concerns about the limited life-cycle of our program seem premature at best, in part because the professionalism of our productions and the guidance we provide at every step of the process have made our webinars a trusted source of information for librarians and an attractive platform for sponsors, who increasingly look to us for support in approaching the academic library market. Fueled by COVID-associated cabin fever, FY20 saw registrations double and attendance grow by almost two-and-a-half times over the previous year. That trend appears to be continuing; by mid-October we have already reached budget in sponsor reservations for this fiscal year, and some sponsors are now cold-calling us with requests to book webcasts. So, we are forecasting revenues equal to or better than those of FY20 in both FY21 and FY22.

**Podcasts.** During this past year the popularity of our principal podcast, The Authority File, again accelerated rapidly, logging 42,532 listener sessions, an increase of 27% over the previous year. Even more impressive, figures for this September are up 61% (6,854 v 4,241 downloads and streams) over a year ago.

Spurred by this level of engagement, in June of this past year we launched a companion series to The Authority File, this one a serial-style podcast, in narrative format, highlighting individual library stories. Release of this new series, Patron Driven, had been planned to coincide with the ALA Annual Conference, attended by considerable on-site fanfare, but the cancellation of the live event and the resulting fanfare-less mid-summer release of its first “season” (sic), dampened initial uptake. First-season listenership of this five-part program has now reached 600, and we are in the early stages of planning a second season, contingent upon finding corporate sponsorship.

Financially, The Authority File has already exceeded its FY21 budget in sponsor reservations, with indications that the only impediment to growth in FY22 may be the limitation of staff time. We are actively exploring outsourcing post-production in order to accommodate more sponsored programming.

**White Papers.** Finally, our white paper program, more labor- and time-intensive than either webinars or podcasts on a unit basis, is growing more slowly, restrained both by resource issues at Choice and by sponsor participation. The longer sales cycle this project entails, and the scant staff resources available to produce the studies, are serving to limit the number of publications we publish to two a year. For FY22 we will assume two white papers, with gross revenue of \$30,000.

## **Expenses**

Expense assumptions have been made without the benefit of financial data for the fiscal year ending 31 August 2020 (see below). In the absence of this data, we have made certain *pro forma* assumptions. For payroll, we have assumed no layoffs, no reductions in force, and a continued 2% salary adjustment annually, and we have used pre-furlough salaries as the base. These are best-case assumptions that may not survive the budget-making process. Because of our success in reducing expenses over the past five years (\$362K in direct spending reductions between FY15 and FY19), payroll now accounts for about 70% of our direct spending. Aside from staffing, then, there are few other areas to cut. If the continued ALA strategy to contain costs is pursued through furloughs or other personnel reductions, this will mean a reduction in revenue.

For all other direct expenses, we have taken FY21B as the base and subjected it to an annual increase of 1.75%, reflecting our current low rate of inflation. This assumption is subject to substantial restatement as the economy recovers. ALA overhead has been calculated using the current rate of 13.25% (per the operating agreement, the division rate on publishing revenue is 50% of full rate applied to education

and other non-dues revenue). Obviously, an increase in that rate as the result of ongoing discussions at ALA about revising the operating agreement will further burden Choice.

It remains to say how difficult it has been to create assumptions around financial performance a year from now in the absence of any financial data later than March of this year. The failure of the attempt to outsource the Accounting group, and the lack of auditable financial statements that has resulted, have introduced an unprecedented and unacceptable amount of uncertainty into the entire budgeting process.

With these points in mind, Choice *pro forma* assumptions regarding the FY22 budget can be found on page 23.

## **ACRL General Assumptions**

### **Basic Budget Assumptions**

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

### **Modified accrual accounting**

ALA uses accrual accounting, a method which recognizes revenues and expenses at the time the event is held, or product delivered. This method ensures that revenues are on hand for refunds should said event or product not be delivered. However, ACRL has requested that ALA continue to "recognize" the expenses leading up to the conference/event as they occur so that staff can monitor expenses and adjust as needed. Should ALA be able to develop easily obtained reports detailing expenses, ACRL would

consider switching to a full accrual system. At this time, however, we are “paying as we go” and earning the revenues only after we deliver the product, e.g., the publication, the conference, etc.

Given that FY22 is a non-conference year, ACRL would expect to generate a negative year-end net. Looking ahead to FY23, due to past investment of ACRL’s net asset balance in strategic initiatives, absent significant new revenue streams, the association will need to reduce expenditures substantially, which may result in disruption to member services. The Budget & Finance Committee and staff will closely monitor the deficit budget to ensure that ACRL’s net asset balance remains above the mandated operating reserve (i.e., one-quarter of the average of the last four years of expenses).

### ***Revenues***

- + Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.
- + At least \$25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY23).
- + The Colleagues program has been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders continue to exceed expectations in the fundraising for the ACRL Conference. Other programs have been slightly more challenged, e.g., awards, as sponsors continue to look for more engagement with customers in return for their sponsorship. Staff will budget conservatively for donations related to specific projects. (Projects 3206, 3800, 3833, and 3835).
- + An estimated \$135,000 in income from the ACRL long-term investments will be recognized in the draft operations budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (Project 3200).

### ***Expenses:***

- Travel and communication costs will continue to increase and will be carefully monitored (all projects). Travel and administrative expenses were reduced based on prior year actuals.
- All current staff positions will be included in the budget. As of September 2020, ALA policy does not allow for the majority of vacant positions (possible exceptions: grant-funded, executive directors) to be filled, and if applicable, any vacancies will be a cost savings. ALA/ACRL expects that the executive director vacancy will be filled by FY22, and the ED salary will be included in the FY22 budget. Some funds will be budgeted for interns and temporary help.

## **Assumptions by Strategic Goal**

Goals are listed in the order in which they appear in the *ACRL Plan for Excellence*.

### **Value of Academic Libraries**

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

**Objectives**

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

**Expenses**

- \$2,500 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. (*Project 3703*)

**Student Learning**

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

**Objectives**

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

**Expenses**

- \$2,500 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (*Project 3711*).
- \$5,000 will be budgeted for maintenance and development of the Information Literacy Sandbox (*Project 3711*).
- One Immersion Program will be offered in FY22 if pandemic conditions improve: the redesigned Immersion curriculum which integrates content from the separate tracks into one offering. (*Projects 3830*). The program will break even or net a small profit. We are also planning on offering at least one regional Immersion program at a location to be determined (*Project 3834*). This change addresses the trend toward making more regional programming available. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (*Project 3830*)
- Funds will be budgeted for one Immersion facilitator observer for the non-regional Immersion Programs (*Projects 3830*).



## **Research and Scholarly Environment**

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

### **Objectives**

1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.
2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship, and power and privilege in knowledge creation systems.
3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

### **Expenses**

- \$2,500 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (*Project 3702*)
- \$30,000 will be budgeted for research grants to practitioner-scholar academic librarians to carry out research on key questions identified by the Spring 2019 action-oriented research agenda. These will be awarded through a competitive selection process (6-10 grants of \$3,000 - \$5,000 each); (*Project 3702*) Could consider reducing but this supports ACRL's EDI initiatives.
- An additional \$29,257 is budgeted to pay the following:
  - \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)
  - \$6,750 for SPARC dues;
  - \$5,000 for Open Access Working Group;
  - \$497 for COUNTER dues;
  - \$2,000 for OpenCon2021, 1 sponsored scholarship

## **New Roles and Changing Landscapes**

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

### **Objectives:**

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

### **Expenses**

- \$2,500 will be budgeted as a placeholder for new initiatives to support this goal. (*Project 3403*)

## **Equity, Diversity and Inclusion**

### **Revenues**

- + \$16,5000 in revenues from the ACRL Diversity Alliance will be budgeted. 48 institutions @ \$500. Number of institutions based on 75% of 2020 membership (Project 3402).

### **Expenses**

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

## **Enabling programs and services: Member Engagement**

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

## **Membership Services**

### **Revenues**

- + These are preliminary estimates based on partial FY20 data, and we are still waiting for more up-to-date info from ALA Membership, as well as tactics to grow membership. Membership revenues will be budgeted by first looking at FY20 February actual, the most current membership data available, then adjusted down to reflect decreases in FY20, FY21 and adjusted for an expected decline in non-conference years. First, ALA has projected a 9% membership decline for FY20. Second, initial FY21 revenue (projected based on the August 2019 membership of 9,313 , a number which excludes the 206 non-dues paying members in FY19) was adjusted to reflect a mandated ALA-wide 30% reduction in dues revenue in FY21 (which would reduce the number of members by 29%). Third, as FY22 will be a non-conference year for ACRL. historically membership decreases by 4.10%. Therefore, FY22 membership will be budgeted at a total membership of 6,304 paying members. This reflects all three declines enumerated above: the projected 9% membership decrease in FY20, projected membership decreases of 29% in FY21, and 4.10% decrease as a non-conference year. ACRL may increase dues slightly in FY22 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership rate for FY22 will based on FY21 HEPI and then updated to reflect the final FY21 HEPI. Staff will continue to adjust this recommendation based on the monthly membership reports and quarterly HEPI forecasts.

### **Expenses**

- Membership benefits and support for member services will be strategically reviewed by the

## **ACRL MW21 Doc 10.0**

### *Also ACRL FB20 Doc 6.0*

Board and Budget and Finance Committee in light of decreasing revenues and absent net asset balance spend down. (Project 3200)

- ACRL will budget \$3,000 to sponsor three ALA Emerging Leaders. (Project 3200).
- ACRL will budget \$4,500 (updated number in assumptions to match \$4,500 at MW19) to print *C&RL News* wraps welcoming new, reinstated, and renewing members and encouraging lapsing members to renew. (Project 3200)
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/2
- Reduced to \$15,000 from \$25,000 for as yet unidentified strategic initiatives will be budgeted. (Project 3200-5350)

#### **Board and Executive Committee**

##### ***Expenses***

- Funds will be budgeted to support a suite for the ACRL President at Annual Conference—typically about \$340/night/5 nights. As ALA sunsets MW and business meetings do not take place in conjunction with the new LibLearnX event, a suite will not be budgeted. (Project 3201)
- Funds estimated at \$63,022 will be budgeted for a FY22 Board Strategic Planning and Orientation Session. Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees and the EDI Committee. (Project 3201)
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 (Project 3201)

#### **Advisory services and consulting**

##### ***Revenues***

- + Consulting will continue to recover costs and yield a modest net of \$7,300. (Project 3203)

#### **Discussion Groups**

##### ***Expenses***

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

#### **Awards**

##### ***Expenses***

- Donations to support awards will be recognized and staff time, administrative fees, and direct expenses will be budgeted to support the awards program, which consists of 21 awards. (Project 3206)

- Administrative fees will be allocated to 4429 instead of 4490, saving approximately \$600 in overhead.

## **Chapters**

### ***Expenses***

- Per member allocations to ACRL Chapters will be funded at \$1.00 per ACRL member residing in the state or region but budgeted based on historic usage of these funds which is below the maximum funding allowed. As ACRL looks to reduce expenses this area of expense reimbursement merits examination. Less than half of the chapters avail themselves of this funding. (Project 3207)
- Funds will be budgeted to support the ACRL Chapter Speakers Bureau program, which funds ten visits to ACRL chapters by ACRL officers. (Project 3207)
- Because no chapter has ever requested funds under this program since its inception, no funds will be allocated in the FY22 budget to implement the Board's policy to give \$10 to chapters for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal year after chapters document membership campaign activities focused on recruiting to ACRL national. If a chapter did undertake this activity, ACRL could fund this from the net asset balance.

## **Committees**

### ***Expenses***

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

## **Sections**

### ***Expenses***

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

## **Liaisons to Higher Education Organizations**

### ***Expenses***

- See Advocacy section.

## **Special Events**

### ***Expenses***

- In recent years, the number of ACRL section and interest group special events at conferences has averaged 16 per year. With the reorganized Midwinter Meeting starting in 2021, the average number of events per year may drop to 12 as less units meet onsite. (Project 3833)

## **Government Relations (Project 3704)**

### ***Expenses***

- \$15,010 for Library Copyright Alliance (\$15,010 shown in Scholarly Communication Project 3702)
- \$4,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (*Project 3704*).
- \$2,000 for general travel to support legislative and policy advocacy (*Project 3704*).

## **Scholarships**

### ***Expenses***

- Funds for scholarships shall be budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
  - 2022 RBMS Conference scholarships @ \$18,000 reduced to \$13,000
  - Immersion Programs @ \$12,000; reduced to \$10,000 if pandemic conditions improve and a F2F program is held in FY22
  - E-learning scholarships @ \$1,000: eliminated
  - Support for 2 ALA Spectrum Scholars @ \$14,000
  - Miscellaneous @ \$3,000; eliminated

## **Annual Conference Programs**

### ***Expenses***

- Financial support for ACRL's ALA Annual Conference programs will be a total of \$7,150. (Project 3835)
- The President's Program budget will be \$6,500. (Project 3835)
- Funds of \$200 will be budgeted for a front and back flyer that includes the award winners for the ACRL President's Program. (Project 3835)

## **Enabling programs and services: Publications**

### **Non-periodical publications**

#### ***Revenues***

- + In FY22, non-periodical publications will be able to recover costs and net a small-medium excess revenue based on the current list of books in progress and expanding backlist. (Project 3400)
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest in FY22. (Project 3400)

#### ***Expenses***

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

### **Library Statistics (Project 3202)**

#### ***Revenues***

- + In FY22 the redesigned ACRL data product (including the Academic Library Facilities survey data and the ACRL Academic Library Trends and Statistics survey data) will launch. Net revenue is projected to be \$32,725 and will be budgeted in 3202.

#### ***Expenses***

- We will budget \$21,000 in depreciation costs and \$21,500 as repayment to PLA to cover ACRL's share of the rebuild cost in FY21. (Project 3202)

### **Standards and guidelines (Project 3204)**

#### ***Revenues***

- + Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY22 as well unless there is a bigger than anticipated economic rebound and/or RoadShows move back to an in-person model (RoadShows IUT costs of booklets for programs back to this line).

#### ***Expenses***

- There should be no, or very limited, printing expenses in FY22 due to current inventory and lack of sales in FY20 and most likely FY21.

### **C&RL (Project 3300)**

#### ***Revenues***

- + For FY22, we are assuming that ad revenues will drop by approximately 20% to \$9,000 due to the continued impact of the COVID-19 pandemic/ recovery. (Project 3300)

**Expenses**

- Online hosting and labor expenses should remain steady with FY20 actual/ FY21 budget. (Project 3300)

**C&RL News (Project 3302)**

**Overview**

- The below budget assumptions are based on continuing to publish *C&RL News* in print at 11 issues per year. Staff are examining other possible models for the magazine due to the economic downturn.

**Revenues**

- + Subscriptions: Subscriptions dropped approximately 15% between FY19 and FY20. We will budget a 20% drop from FY20 actual for FY22 due to an anticipated smaller number of renewals due to the pandemic. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print product ads: We anticipate an approximately 25% decline in print advertising over FY20 actual due to the ongoing impact of the pandemic and at this time will budget \$50,000 for this line.
- + Online product ads: Revenue from banner ads on the C&RL News website and table of contents alert sponsorships should hold reasonably steady at between \$12,000 and \$15,000.
- + Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, should remain steady at approximately \$80,000.
- + Classified ad revenues will be budgeted with a moderate increase over FY21, assuming that job openings consistently recover through FY20. Job ad sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. In 2020, ads suffered a massive drop as the COVID pandemic hit the U.S., down 70% to 80% for much of the year until showing signs of recovery as autumn approached. ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. But an uncertain economic environment and the possibility of new ALA policies restricting the ads JobLIST is allowed to publish—restrictions JobLIST's for-profit competitors don't face—potentially threaten its future performance. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. (Project 3302)

**Expenses**

- A small amount of funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. (Project 3302)
- \$14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. (Project 3302)

- \$19,350 will be budgeted for ALA JobLIST's ongoing operating expenses, a monthly fee to the platform provider (assumes a small increase in the fee for the contract renewal in December 2021). (Project 3302)
- C&RL News page counts will remain at FY20 levels, pending revenues and expenses. (Project 3302)
- Slight increases in printing and postage are anticipated. (Project 3302)
- Online hosting expenses are anticipated to remain steady at FY20 actual/ FY21 budget levels. (Project 3302)

### **RBM (Project 3303)**

#### **Revenues**

- + Subscriptions dropped approximately 10% between FY19 and FY20. At this time, we will budget a similar drop for FY22 unless we see a material change in FY20 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print and online advertising revenue should be on par with FY20 actual/ FY21 budget.

#### **Expenses**

- Online hosting expenses will remain at FY20 actual/ FY21 budget levels following the transition to Open Journal Systems in FY17. (Project 3303)
- Slight increases in printing and postage are anticipated. (Project 3303)
- Page counts should remain at FY20 levels. (Project 3303)

### **CHOICE**

Keeping in mind the points made in the overview section, here are the following *pro forma* assumptions regarding the FY22 budget. (All percentages are to FY21 budget unless otherwise noted):

#### **CHOICE Revenue**

- + *Choice Reviews* subscription revenue will fall by 2%.
- + *Choice* magazine subscription revenue will fall by 7%; *Reviews on Cards*, by 10%
- + Subscriptions to *Resources for College Libraries* will be in line with FY21B performance, at around \$135,000. RCL licensing will remain at \$20K for the use of RCL content in ProQuest's eBook Central.
- + Net (to Choice) revenue for *ccAdvisor* will be budgeted at around \$39K for combined subscriptions and advertising.
- + Advertising net revenues:



**ACRL MW21 Doc 10.0**  
**Also ACRL FB20 Doc 6.0**

- We are assuming continued weakness in *Choice* magazine advertising, yielding a 15% drop to approximately \$165,000 in gross revenue. Banner ads in *Choice Reviews* will drop by 5%.
- Content marketing:
  - Newsletters and eblasts: 2% growth
  - White papers: flat to FY21B
  - Podcasts: 5% growth
- Gross webinar revenue will be budgeted conservatively at around \$190,000, gross. Assuming the current financial split with ACRL (85/15) for webinars, this delivers around \$160K to Choice before sales commissions. Subject to restatement as the year progresses
- + Royalties from licensing of *Choice Reviews* will remain at or slightly below current levels, to perhaps \$490K.

***CHOICE Expenses***

- Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
- All other direct expenses, with the exception of amortization of capitalized expenses, will remain at FY21B levels, adjusted for inflation.

***CHOICE Bottom Line***

- Revenues will be down approximately 3%.
- Assuming no furloughs, expenses will rise by approximately 8% over FY21, which saw a 9% decline in payroll owing to 23 days of furlough
- For FY22, net revenue may be as high as (-\$260K), requiring a further draw-down from the Choice reserve fund, currently at about \$2.4MM.

## **Enabling programs and services: Education**

### **ACRL 2023 Conference (Project 3801)**

***Revenues***

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

***Expenses***

- FY22 is a non-conference year for ACRL, which typically means that it is a “spend down” year as we expend funds to prepare for the ACRL 2023 conference without revenues to offset these

expenses. Staff salaries and benefits as well as certain deposit and other planning expenses will be budgeted.

### **Preconferences and workshops**

#### ***Revenues***

- + Revenues generated from registration fees will cover the costs for one Annual preconference, as the event is budgeted to at least break even. We will budget attendance conservatively to minimize the possibility of having to cancel due to low registration numbers. (Project 3811).
- + The RBMS 63rd Annual Conference will be held in FY22. Revenues and expenses for this program will be set to break even. (Project 3800)

#### ***Expenses***

- Sections sponsoring conferences (e.g., RBMS) in FY22 may participate in the program to share net revenue with ACRL, which is spent from the fund balance in FY23. (Project 3275 and 3838)

### **Online learning (Project 3340)**

#### ***Revenues***

- + E-learning webcasts and courses will be developed and offered in FY22. We project the number of multi-week course offerings to stay the same or decrease slightly from FY21 levels and expect webcast offerings to stay the same from FY21 levels. We anticipate total revenues will be a little down or even with FY21 actuals. (Project 3340)
- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY21.
- + ACRL will continue to offer group registration rates for e-Learning webcasts, as well as the “frequent learner program,” and special pricing for webcast series. (Project 3340)

#### ***Expenses***

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

### **Licensed workshops (Project 3341)**

#### ***Revenues***

- + ACRL will continue to license full-day workshops to institutions, chapters, and consortia upon request, as allowed and deemed safe based on the pandemic outlook. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship

of Teaching and Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)

- + We project the number of in-person workshops delivered to begin increasing from FY21 levels with the anticipation that large group gatherings may become safer. (Project 3341)
- + ACRL will also offer new virtual RoadShow offerings based on the current workshop topics, developed in FY21. We project this to be a popular option for institutions and organizations unable to host an in-person workshop and to generate a modest net. (Project 3341)
- + \$10,000 in partial revenue for subsidized RoadShow (Tent. Projects 3702, 3703, 3711).

### ***Expenses***

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop at least one new workshop and hire new presenters in FY22, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.
- \$20,000 each year to support curriculum development of new workshops and curriculum refreshes of existing workshops.
- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. Continue offering ACRL licensed workshops with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an estimated direct cost of \$16,750 total: \$9,250 travel = (2 presenters x 5 workshop locations) \* (\$450 flight + \$300 hotel (\$200 \* 1.5 nights) + \$100 2 days per diem + \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations). (Tent. Projects 3702, 3703, 3711)

## **Enabling programs and services: Advocacy**

### **Strengthening partnerships with other organizations (Project 3501)**

#### ***Expenses***

- \$5,000 will be budgeted to support the work of ACRL's External Liaisons Committee (formerly Liaison Coordinating Committee) through its grants working group. (Project 3501).
- ACRL will continue organizational support Project COUNTER, CHEMA, EDUCAUSE (dropped EDUCAUSE Dues from draft budget saving \$2,000), FTRF, American Council of Learned Societies, National Humanities Alliance, and CNI. (Project 3501)
- Modest funding to support additional visits (as opportunities arise) to higher education organization conferences and meetings and those of information –related organizations will be included in the budget. (Project 3501)

## **Communication on major issues and trends in libraries and Higher Education**

### **Expenses**

- Continue membership in Library Copyright Alliance at direct cost of \$30,020 plus staff time. (Projects 3702 and 3704)
- Funds will be budgeted to support ACRL's advocacy efforts to influence legislative and public policy. (Projects 3702 and 3704)
- The full Board will participate in a virtual spring meeting but \$4,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (Project 3704)

## **Project Outcome (Project 3712)**

### **Revenue**

- + Project Outcome offers fee-based group accounts for consortia that may bring in revenue. Fees range from \$600 to \$5000 per group, depending on the number of institutions. There are likely to be fewer than 2 groups added in a year.
- + Revenue from training workshops will be budgeted at \$1750.
- + Revenue for new options (e.g. sponsorships, external partnerships, toolkit "resale")

### **Expenses**

- \$60,550 will be budgeted for monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes \$250/month for Amazon Web Services, \$50 for Civilized Discourse Construction Kit, and \$225/month for Digital Divide Data Ventures. Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at \$3000/month).
- ACRL staff time of at least 15 hours/week to: provide customer service and technical support for Project Outcome users, act as staff liaison to the Project Outcome for Academic Libraries Editorial Board, and organize new online learning opportunities.

## **Operations**

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

## **Staff and office**

### **Expenses—ACRL**

- ACRL's staff budget will include full staffing at FY20 level.
- \$5,000 will be budgeted for contract services as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)

- A small amount of money will be budgeted for replacement printers as needed. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted. Budgeted funds for professional development and membership, business meetings, and general operational costs reduced.

***Expenses—CHOICE***

- See *Choice* expenses.

**ALA Relationship**

***Long-term investment***

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

***Expenses—CHOICE***

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

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To: ACRL Budget and Finance Committee, ACRL Board of Directors  
From: Kara J. Malenfant, ACRL Interim Executive Director  
Date: January 20, 2020  
Re: Timing for FY22 preliminary budget

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Generally, in January, staff present the ACRL Budget and Finance Committee with a detailed project-by-project preliminary budget for careful review and discussion. This is based on the budget assumptions developed in fall by staff and the Budget and Finance Committee, which are revised, if necessary, and approved by the ACRL Board at its fall meeting. (For more on general planning process, timing, and workflow, see [Board Manual: 6.0 Budget & Finance](#).)

This year, there are delays in financial reporting, as noted in ACRL MW21 Doc 16.0, and a high degree of uncertainty about the near-term economic outlook, described below. This makes it difficult to share meaningful reports for FY20, project for FY21, and prepare for FY22. We expect to have more complete financial information in the near future. As described on January 19, 2021, during the joint ALA Budget Analysis and Review Committee / Finance and Audit Committee Meeting, the FY20 audit is underway and the focus now is on FY21 financial reports.

The ACRL 2021 Conference will be held virtually in early April, so we also expect to have preliminary numbers (registration, exhibits) available in late spring. With this information in hand, as well as more information about the state of the U.S. economy and outlook for higher education, staff will revise and present a detailed FY22 preliminary budget to the Board and Budget and Finance Committee for a fulsome review and discussion in late April-early May.

### **ACRL FY22 Preliminary**

Staff have developed a preliminary FY22 budget (Doc 15.0 ACRL FY22 Preliminary Executive Summary) based off the approved FY22 Assumptions (Doc 10.0) and making some adjustments to reduce travel expenses per ALA-direction given mid-December to only budget for travel that is essential. For fiscal 2022 we have budgeted revenues of \$2,071,376 on expenses of \$2,906,366, for net operating income of (\$834,990).

<b>FY22 Budget</b>	<b>ACRL</b>	<b>Choice</b>
<b>Revenues</b>	\$2,071,376	\$2,242,842
<b>Expenses</b>	\$2,906,366	\$2,487,276
<b>Net</b>	(\$834,990)	(\$244,434)
<b>Ending Balance</b>	<b>\$1,015,344</b>	<b>\$2,324,867</b>

For those new to the ACRL budget, it is important to remember two things. First, ACRL has been aggressively spending down its net asset balance, which had risen to \$5 million at the beginning of FY16, and, based on recommendations from the Board and Budget & Finance Committee, was budgeting deficits during FY18 to FY21 for investments in strategic areas to achieve this. Second, ACRL's finances need to be considered as a two-year cycle; fiscal years ending in an even number are expected to have some deficit to cover the planning expenses for the next ACRL Conference. Fiscal years ending in an odd number would typically show net revenues that cover all of the planning expenses from the previous year, as well as excess revenues to support member programs and services. This "seesaw" budget means we expect the FY22 budget to show a deficit net. However, this comes on the heels of a budgeted deficit in FY21, a conference year, due to the planned investment budget and economic impact of the pandemic.

While the preliminary FY22 deficit net of (\$834,990) is on par with the investment budgets of other recent even fiscal years, it will need to be the end of the aggressive spend down budgets, as the budgeted FY22 year-end net asset balance of \$1,015,344 is merely \$23,489 over the ALA-mandated operating reserve level of \$1,038,833. In addition, that year-end net asset balance is far below the "high-risk" recommendation of \$1,775,213, which was advised by a 2018 ACRL Budget & Finance Committee Working Group (Doc 17.0). As an additional point of comparison, see CHEMA/ACLS peer higher ed association (Doc 17.1). Consider this memo an early signal to the Board and Budget & Finance Committee of the need to ensure long-term financial stability of the organization and for these two groups to continue exercising their prudent financial oversight in FY22 and beyond.

While the preliminary FY22 budgeted year-end net is concerning, the Board/B&F should keep in mind that there are number of cost-savings projections (Doc 16.0) that we expect in FY20 and FY21, and it is likely that the FY22 budget will begin the year with a much higher beginning balance. In further refining the FY22 budget, staff will look for additional costs to contain as well as review revenue expectations and bring an updated budget to the Board and B&F for a careful review in late spring.

As a reminder, ALA issued guidance about a proposed change to endowment fund transfers in FY22 as follows, "To address the Association's current short-term cash liquidity concerns and to provide appropriate cash liquidity in the General Fund, Divisions, and Round Tables, ALA is proposing suspending Endowment Fund transfers from Round Table and Division operating net asset balances to the ALA Endowment Fund for FY 2022." While ACRL had no plans to transfer from operating to the LTI in the coming fiscal year (per the FY22 budget assumptions in fall), this is an important indicator about continuing struggles with liquidity. The proposal was brought for action on January 19, 2021, at the joint ALA Budget Analysis and Review Committee / Finance and Audit Committee Meeting. A motion was made to BARC to suspend transfers, and it carried; subsequently a motion was made to F&A to suspend transfers, and it carried.

### **ACRL FY22 Revenue Streams**

As we consider ACRL's three standard revenue streams, here is how we built the preliminary budget for FY22.

FY22	Membership	Publications (without Choice)	Education
Revenues	\$648,923	\$812,704	\$609,749
Expenses	\$1,247,386	\$747,953	\$864,150
Net	(\$598,463)	\$64,751	(\$254,401)

### Choice FY22 Preliminary

In a first pass at FY22 we have budgeted revenues of \$2,242,842 on expenses of \$2,487,276, for a deficit of (\$244,434) (see ACRL MW21 Doc 12.1). Staff will carefully review and revise, aligning expenses more closely with revenue, bringing you an updated and more detailed preliminary budget in late April-early May.

### Current Economic Climate and U.S. Higher Education

Any projections about financial performance for the coming year must be informed by the larger environment. Since sharing the FY22 budget assumptions in November, new signals from the environment indicate the COVID-19 impact across sectors is uneven with contraction and slow recovery (after 2025) forecast for the education sector.<sup>1</sup> In mid-December, survey results gave a full picture of fall 2020, showing that overall enrollment across higher education is down 2.5 percent, nearly twice the rate reported the previous fall, with the greatest loss being in undergraduate enrollment.<sup>2</sup> “Reduced enrollment will lead to tuition revenue declines at a majority of public and private universities, while reductions in auxiliary revenue, such as that earned from housing and dining, will also be significant for some,” said Moody’s analyst Michael Osborn. “Other revenue sources, such as state funding and philanthropy, will also come under increasing stress as the pandemic persists.”<sup>3</sup>

This predicted plateau is consistent with ACRL’s experiences following the 2001/02 and 2008/09 recessions. We typically see a significant lag in the recovery of municipal and higher education budgets after the rest of the economy bounces back. For this reason, we believe we will see a plateau at something less than normal for a while.

In a recent letter to Congress,<sup>4</sup> the American Council on Education (ACE) provided an excellent overview of the challenges facing the higher education sector:

“Our associations have previously shared detailed estimates identifying at least \$120 billion in new expenses and lost revenue that are the direct result of the pandemic. While it is too soon to have a detailed summary of all the losses and new expenses institutions are facing on a national level, we have been able to survey institutions and provide a clearer picture of the pandemic’s impact on students and colleges. In almost all areas, the impact is worse than anticipated...”

<sup>1</sup> [“The Decline and Recovery of Consumer Spending in the U.S.”](#) by Thomas Mitterling, Nirai Tomass, Kelsey Wu of Brookings, December 15, 2020.

<sup>2</sup> [Fall 2020: Current Term Enrollment Estimates](#). National Student Clearinghouse Research Center. December 17, 2020.

<sup>3</sup> Quoted in [“Stimulus deal delivers billions in pandemic aid to colleges, but much more is needed, advocates say”](#) by Danielle Douglas-Gabriel Dec. 21, 2020. Washington Post.

<sup>4</sup> American Council on Education, December 2, 2020, [letter to Congress](#).



The situation currently facing America's colleges and universities is a crisis of almost unimaginable magnitude. Colleges and universities have already pushed their financial capacities to the limits in addressing this crisis. As detailed above, campuses are now dealing with a massive, accumulated loss of revenue that is likely to grow worse in the near future, and in most areas will persist for several years. This is taking place at a time when nearly all operational costs have significantly increased, to a degree beyond what could have been reasonably expected. The result of this has been devastating and widespread: programs have been closed; schools have drained what reserves they had and most troublingly for institutions, according to the Bureau of Labor Statistics more than 484,000 higher education employees have been laid off since February, more than 12 percent of the overall workforce.”

ACE's subsequent reaction to the \$21.2 billion allocated to higher education in the second round of stimulus funding was sobering, “The money provided in this bill will provide some limited relief, which is welcome news to struggling students and institutions. But it is not going to be nearly enough in the long run or even the medium term...The financial impact of the pandemic and its economic fallout will be enormous.”<sup>5</sup>

Beyond the impact of the pandemic, other challenges loom given changing demographics; college enrollments are facing a cliff in 2026 and will be declining through 2037.<sup>6</sup> As more information becomes available about the state of the U.S. economy and the outlook for higher education, this will inform further adjustments to the FY22 preliminary budget.

### **FY22 Local Outlook**

To guide staff in further refining the preliminary budget, it will be helpful to understand what new frontline information you have from your local context as it relates to the U.S. economy and higher education at the national level. In fall 2020, the Budget and Finance Committee had an insightful discussion and shared the financial climate on their campuses, which confirmed the assertions made in the FY22 assumptions.

As institutions adjust to operating during a pandemic, we are interested to know if what we heard in the fall is still true or if new data/trends have surfaced. It would be helpful for the Board to share current information pertaining to the following:

1. Enrollment at your institution (winter drop rate, spring quarter/semester course registrations, acceptance rate from high school seniors to matriculate next fall, projections about retention of freshman class to sophomore)
2. New degree programs/certificates, other curricular changes to attract new/different students.
3. College/university financial outlook – beyond tuition – to endowment, fundraising, etc.

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<sup>5</sup> American Council on Education. [Higher Education Receives More Than \\$20 Billion in COVID-19 Relief Funding](#). December 21, 2020.

<sup>6</sup> “[The Demographic Cliff: 5 Findings From New Projections of High-School Graduates](#)” by Eric Hoover, Dec. 15, 2020, Chronicle of Higher Education.

4. Conversations in your library/consortia/state chapter about professional development funding for librarians (for membership/continuing education) and for purchasing professional publications.

## CHOICE YEAR-TO-DATE FINANCIAL PERFORMANCE

September-December 2020

Discussion of Choice performance through the first four months of fiscal 2021 has been severely handicapped by the lack of financial reporting from ALA Finance. In the discussion that follows, revenue information is derived from internal Choice financial tools. While reliable, they do not constitute the official financial positions of the American Library Association.

Unfortunately, in the absence of ALA financial reports, we cannot give a reliable accounting of our spending during this period.

**Subscriptions: The Canary in the Coal Mine**

The effects of COVID-19 did not manifest themselves at once on subscriptions to *Choice Reviews* or *Choice* magazine. During the early months of the pandemic (roughly, March to June, 2020), libraries needed time to analyze its effects on their own resources, and by the time the disease provoked a national shutdown, most subscription decisions for the academic year had already been made. Even had there been a sudden change in new or renewal subscriptions in these early months, it would not have had an immediate effect on earned revenue, as subscription revenue is not recognized (“earned”) in a lump sum but is amortized in equal monthly amounts over the term of the subscription, effectively buffering it from the effects of any short-term change.

But if earned income does not reliably reflect abrupt changes in our subscription business, monthly cash receipts do. They are our version of the canary in the coal mine, providing reliable information in the short term on new and renewal subscriptions.

During the last five months of fiscal 2020, cash receipts for both print and online were down 17% over the same months a year earlier. This decline was concerning, but it was not conclusive. Cash receipts in the latter half of the fiscal year often vary considerably from month to month, and changes of this magnitude had been seen before.

The first four months of FY21, however, have brought more clarity to the situation. In a typical fiscal year, 55% of the cash paid for *Choice Reviews* and 75% of the cash for *Choice* magazine is paid during the period September to December. So it is significant that FY21 cash receipts during this period are running 14% and 34.5%, respectively, below last year. By way of comparison, in FY20, a year of “normal” declines, these publications each suffered declines of only 8.25% versus prior year during the same four-month period.

Table 1: Choice Magazine YTD Cash Receipts<sup>1</sup>

	FY 19		FY 20		FY 21		Year to Date Cash	
	Monthly	YTD	Monthly	YTD	Monthly	YTD	FY20/FY19	FY21/FY20
Sept	5,130	5,130	2,565	2,565	5,352	5,352	(50.00%)	108.65%
Oct	16,460	21,590	17,065	19,630	9,216	14,568	(9.08%)	(25.79%)
Nov	229,586	251,176	26,463	46,093	17,955	32,523	(81.65%)	(29.44%)
Dec	50,122	301,298	230,351	276,444	148,606	181,129	(8.25%)	(34.48%)

<sup>1</sup> The large December payments are “ganged” subscription renewals from EBSCO, which serves as subscription agent for many libraries.

Table 2: Choice Reviews YTD Cash Receipts

	FY 19		FY 20		FY 21		Year to Date Cash	
	Monthly	YTD	Monthly	YTD	Monthly	YTD	FY20/FY19	FY21/FY20
Sept	30,188	30,188	26,902	26,902	22,316	22,316	(10.89%)	(17.05%)
Oct	42,877	73,065	42,149	69,051	40,583	62,899	(5.49%)	(8.91%)
Nov	226,836	299,902	184,485	253,536	42,611	105,510	(15.46%)	(58.38%)
Dec	64,574	364,476	80,949	334,485	182,342	287,852	(8.23%)	(13.94%)

In the five-year projection of Choice financials I prepared in July of 2020, earned revenue for *Choice Reviews* and *Choice* magazine was forecast to decline 2% and 8% annually, consistent with historical trends. Given the cash receipts we are seeing now, the actual declines will be steeper than originally projected. So far this year, both publications are recording earned income declines of greater than 7.5%. Please keep in mind that these figures *do not* reflect recent declines in new or renewal subscriptions.

Table 3: Choice Magazine YTD Earned Income

	FY 19		FY 20		FY 21		Year to Date Earned	
	Monthly	YTD	Monthly	YTD	Monthly	YTD	FY20/FY19	FY21/FY20
Sept	\$35,977	35,977	\$30,023	30,023	32,329	32,329	(16.55%)	7.68%
Oct	\$36,106	72,083	\$30,735	60,758	32,423	64,752	(15.71%)	6.57%
Nov	\$35,929	108,012	\$35,319	96,077	32,141	96,893	(11.05%)	0.85%
Dec	\$33,545	141,557	\$41,027	137,104	29,795	126,688	(3.15%)	(7.60%)

Table 4: Choice Reviews YTD Earned Income

	FY 19		FY 20		FY 21		Year to Date Earned	
	Monthly	YTD	Monthly	YTD	Monthly	YTD	FY20/FY19	FY21/FY20
Sept	\$55,400	55,400	\$54,553	54,553	49,422	49,422	(1.53%)	(9.40%)
Oct	\$55,516	110,916	\$54,221	108,773	51,765	101,187	(1.93%)	(6.97%)
Nov	\$56,477	167,393	\$54,614	163,387	52,034	153,221	(2.39%)	(6.22%)
Dec	\$54,063	221,456	\$52,503	215,890	45,826	199,047	(2.51%)	(7.80%)

[Resources for College Libraries](#): ProQuest remits 30% of net RCL sales to Choice, payable quarterly. For FY21, the first installment was for \$46,719.50, 10.5% below the first-quarter payment made a year ago.

### Advertising and Sponsored Content

In reporting revenue from advertising and sponsored content revenue we have the advantage of being able to track gross revenue (that is, income before commissions or royalty payments to ACRL) both for services already delivered and for services under contract for delivery later in the year. Thus, in the notes that follow, *full-year bookings* refers to all gross income, either paid or under contract through the end of the fiscal year, as of 5 January 2021. That number can and will grow as further sales are made in the eight months remaining in the fiscal year. *Year-over-year income*, on the other hand, compares gross income received or payable in the first four months of FY21 to that of the same period in FY20. Finally, references to *budget* are to full-year FY21 budgeted revenue.

Again this year we are seeing strong growth in income from webinars and podcasts offset by steep declines in both print and digital ads. Through December, year-over-year gross income from all sources

is running almost 18% ahead of last year. Full-year bookings currently stand at \$524,313, or 80% of budget, with eight selling months remaining.

Table 5: Gross FY21 Advertising Bookings

Item	September	October	November	December	January	February	March	April	May	June	July	August
FY20 Month	\$56,113	\$80,148	\$70,448	\$54,913	\$48,725	\$43,775	\$70,290	\$58,319	\$57,140	\$66,585	\$58,450	\$36,125
FY21 Month	\$ 99,910	\$ 71,155	\$ 75,325	\$ 61,200	\$ 54,315	\$ 31,675	\$ 44,691	\$ 35,050	\$ 22,675	\$ 9,650	\$ 5,542	\$ 13,125
Month Var.	\$43,798	(\$8,993)	\$4,878	\$6,288	\$5,590	(\$12,100)	(\$25,599)	(\$23,269)	(\$34,465)	(\$56,935)	(\$52,908)	(\$23,000)
FY20 YTD	\$56,113	\$136,260	\$206,708	\$261,620	\$310,345	\$354,120	\$424,410	\$482,729	\$539,869	\$606,454	\$664,904	\$701,029
FY21 YTD	\$99,910	\$171,065	\$246,390	\$307,590	\$361,905	\$393,580	\$438,271	\$473,321	\$495,996	\$505,646	\$511,188	\$524,313
YTD Var	\$ 43,798	\$ 34,805	\$ 39,683	\$ 45,970	\$ 51,560	\$ 39,460	\$ 13,861	\$ (9,408)	\$ (43,873)	\$ (100,808)	\$ (153,716)	\$ (176,716)
Y/Y % Var	178.05%	125.54%	119.20%	117.57%	116.61%	111.14%	103.27%	98.05%	91.87%	83.38%	76.88%	74.79%

Specifically, by product or platform:

**Webinars:** Full-year bookings for our sponsored webinars are \$201,450, better than budget by more than 7%. We have ample room left in our production schedule and are actively prospecting for more sponsorships.

**Podcasts:** Full-year bookings for The Authority File already stand at \$34,550, beating budget by 15% and ahead of full-year FY20 revenue by \$2,500.

**White Papers:** We have delivered one white paper (\$23,000) this fiscal year and are prospecting for a sponsor for a second study in order to meet budget of \$40,000.

**Newsletters and eblasts:** Full-year bookings of \$125,190 are at 78% of budget and are running 57% ahead of last year through December.

**Choice Reviews:** Full-year bookings of \$22,290 are at 74% of budget but are significantly lower than a year ago. Through December, year-over-year gross income is only 55% of last year. Despite this, we expect to meet or beat budget for this product by year's end.

**Choice magazine:** The carnage continues. Through December, year-over-year income for "space" (print) ads in *Choice* magazine is only two-thirds that of a year ago. Our full-year budget is \$200,000, and we expect to miss that target by as much as \$50,000. Compare this to four years ago, when full-year gross revenue was \$447,000.

Overall, on the strength of our media/sponsored-content lines, we are forecasting end-of-year gross revenue for all advertising to be almost exactly on budget of \$660,000.

## Licensing

We are handicapped in our ability to report receipt of licensing revenues, as most payments are made directly to ALA via ACH. ALA Finance does not report receipt of these monies to us unless prompted, and in the absence of financial reporting from ALA, we have no definitive information as to whether, when received, they have been properly credited to our account. That said, licensing is governed by contract and thus provides a relatively predictable stream of revenue. We believe that YTD revenues are roughly "on-budget" and level with a year ago. With no cancellations of our contracts up to this point, FY21 licensing revenues should closely track the budgeted \$480,268.

## Other Revenue

These diverse revenues arrive intermittently throughout the year, and thus year-over-year comparisons are difficult to make. In the one category where it is relatively easy to track ongoing revenues, the news

is disappointing. Through December, revenue from the sale of “remaindered” (unreviewed) books is at \$11,269, a drop of 42% over a year ago.

### Summing Up

Largely on the strength of the twenty-five furlough days this fiscal year—reducing salaries by almost 10%—Choice had budgeted for a modest (\$6,541) surplus for fiscal 2021. On the revenue side, we expect to be on or close in our advertising and licensing lines but will miss subscription targets by as much as 5% (by the roughest of estimates). Because we have no expense figures on which to base a calculation, net revenue cannot be reliably forecast.

## 404 FY22 CHOICE Budget: First Pass

12/15/2020

	FY22B
<b>TOTAL REVENUES</b>	2,242,842
<b>TOTAL EXPENSES</b>	2,487,276
<b>NET REVENUES</b>	<b>(244,435)</b>

### REVENUE

#### SUBSCRIPTIONS

3900	4110 Choice magazine	310,022
3901	4110 Reviews on Cards	60,955
	Subtotal: Choice Print	370,977
3913	4110 Choice Reviews	578,730
	Subtotal: All Choice	949,706
3905	4110 Resources for College Libraries	130,000
3918	4110 ccAdvisor (Choice)	33,000
<b>4110</b>	<b>TOTAL SUBSCRIPTIONS</b>	<b>1,112,706</b>

#### ADVERTISING & SPONSORED CONTENT

3907	Choice magazine net	143,250
3913	Choice Reviews net	28,650
3914	Choice content marketing net	224,425
3918	ccAdvisor net	4,775
	Total Advertising x Webinars	401,100
3909	Webinars net	170,468
	<b>TOTAL ADVERTISING &amp; SPONSORED CONTENT</b>	<b>571,568</b>

#### ROYALTIES

3900	4421 Choice (CCC, reprints, etc.)	11,300
3902	4421 Choice reviews	477,768
3905	4421 Resources for College Libraries	10,000
	<b>TOTAL ROYALTIES</b>	<b>499,068</b>

#### MISCELLANEOUS SALES

3900	4109 Misc. Sales	2,500
3913	4109 EBSCO affiliate fee	12,000
	<b>TOTAL MISC SALES</b>	<b>14,500</b>

#### MISCELLANEOUS REVENUE

3900	4490 Remaindered books	45,000
	<b>TOTAL MISC REVENUE</b>	<b>45,000</b>

<b>TOTAL REVENUES</b>	<b>2,242,842</b>
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### EXPENSES

Payroll and Related Expenses	1,652,347
Outside Services	81,481
Travel and Related Expenses	14,450
Meetings and Conferences	13,000
Publication-related Expenses	252,550
Operating Expenses	211,325
<b>TOTAL DIRECT EXPENSES</b>	<b>2,225,153</b>
<b>TOTAL INDIRECT EXPENSES</b>	<b>(38,993)</b>
IUT/Overhead	297,177
IUT/Allocations (Liberty Square)	3,940
UBIT	0
<b>TOTAL OVERHEAD</b>	<b>301,117</b>

<b>TOTAL EXPENSES</b>	<b>2,487,276</b>
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## Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Board action: Revised ACRL Statement on the Importance of College Library Leadership Positions and Staff

Submitted by: Cinthya Ippoliti, ACRL Director-at-large, on behalf of the CLS Section

Date submitted: January 25<sup>th</sup>, 2021

### Background

On November 16<sup>th</sup>, 2020, the chair of the CLS Section, Mary Mallery, met with the ACRL board of directors to request approval to release an ACRL statement of support for the Importance of College Library Leadership Positions. After discussing the statement, it was agreed that CLS would seek further input from the ULS which could potentially have additional feedback. It was also agreed that the statement needed further refinement, and myself, Mary, and Kim Copenhagen worked to revise the statement (please see Doc 13.1).

The stakeholders section, below, contains the ULS response to CLS' inquiry, and CLS' feedback for next steps based on this information.

### Stakeholders

ULS response: We have not found a similar trend regarding budget allocations in university libraries- our experiences have largely (anecdotally) involved hiring freezes/pauses. We determined we cannot effectively speak to the situation happening with college libraries. There was a question from members on the executive committee that as the country and higher ed face budget issues whether there is evidence that academic libraries are expressing cuts in significantly disproportionate ways and if so, what the aims of such a statement would be in addressing those cuts. We felt ill equipped to determine that on behalf of college libraries and did not know of any evidence in regard to university library cuts that would align with the college libraries' experience.

However, there was support to discuss whether a statement of this sort would signal a shift in ACRL toward an advocacy role, perhaps moving toward making more advocacy statements like

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



ALA does. In this case, a statement broadly supporting all academic libraries, librarians and staff would be of potential interest if there were a directive from the top versus individual sections. There was interest expressed in perhaps starting a conversation around that and determining what specific actions might be pursued as an organization following such a statement of support/advocacy.

I apologize if this is out of the scope of the CLS statement, but as it stands now, the ULS exec committee did not feel comfortable providing support to this statement as a section. However, ULS is interested in opening a larger dialogue if the concerns detailed in the CLS statement are of a broader interest to other ACRL sections.

CLS Feedback: CLS would like to ask that the board considers approving the CLS statement regardless of ULS support. If that is not possible, CLS would like to reach out to ULS to engage in a more detailed discussion about their observations, and ask the ACRL board to wait on making a final decision on the statement until CLS has had the opportunity to discuss with ULS.

**Fiscal and Staffing Impact**

If approved, staff will add the statement to the ACRL website and share on ACRL communication channels.

**Action Recommended**

That the ACRL Board of Directors approves the revised ACRL Statement on Importance of College Library Leadership Positions and Staff.

**Strategic Goal Area Supported**

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

☒ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

## ACRL MW21 Doc 13.1

### Statement on Importance of College Library Leadership Positions and Staff

Commented [IC1]: Added the word staff

ACRL is alarmed by reports of colleges eliminating directorships and staff positions within our institutions' libraries. We recognize that the COVID-19 pandemic has reshaped institutional financial models; however, we are concerned that in the rush to make cuts from our institutions' budgets, valuable library services are being sacrificed. Libraries should not be expected to absorb the brunt of cuts as a means of quick-fix cost containment strategies by our institutions.

Current evidence such as usage statistics prove that virtual library services and access to e-resources dramatically increased since the onset of the coronavirus pandemic in March 2020. Many of our member institutions report double and triple digit percentage increases per month in e-book and database usage since the beginning of the COVID-19 crisis. College libraries and archives are also providing services above and beyond library normal operations in support of millions of college students educationally displaced due to COVID-19. These services include but are not limited to web conferencing training and psycho-social support through online enrichment programming as means of fostering a sense of community during this time of tremendous stress and tragedy.

ACRL affirms the importance of experienced, knowledgeable library leaders who make possible the delivery of these critical library services and who are able to ensure the following values that are critical to higher education and the undergraduate experience:

- Cost-effective access to information resources critical to colleges' educational mission.
- Knowledgeable professional staff who are able to deliver effective instruction, whether in person, online, or in synchronous or asynchronous modes, to meet the college's information literacy standards and enable student learning and achievement in the curriculum and through independent research.
- Organizations that meet higher education accreditation standards regarding access to information and information literacy standards.
- Co-curricular engagement activities to meet accreditation standards.

We urge institutions to affirm the importance of library leadership and staff positions in college libraries, and to urge smaller colleges and universities to suspend the practice of summarily eliminating these vital faculty and staff without undergoing institutional review processes.

Commented [IC2]: Previous wording

## ACRL MW21 Doc 13.1

We therefore urge institutions to affirm the importance of library leadership and staff positions in college libraries. We strongly encourage a full institutional review of vital faculty and staff positions in collaboration with library representatives when faced with difficult staffing decisions.

**Commented [IC3]:** Revised version



Association of College and Research Libraries

***Fall Board Virtual Meeting***

November 16, 2020

1:00–4:00 p.m. Central

Zoom

Proceedings Excerpt

6.0 CLS Statement on Library Leadership Positions (Cinthya Ippoliti, Mary Mallery) #7.0, #7.1

ACRL College Libraries Section (CLS) Chair Mary Mallery was welcomed to the meeting to discuss a recommendation that ACRL issue statement on the importance of library leadership positions. Mallery reported that it has been a trend at smaller and medium-sized colleges to not replace library leadership positions. Since last year, CLS has been considering on a statement to address the trend of directors leaving or retiring and not being replaced. Over the summer, the section drafted the statement, and it was approved by the CLS Executive Committee on October 7, 2020. Overall, the Board supported the draft statement and agreed that a statement is needed for the profession.

The Board expressed appreciation to CLS for seeking input from stakeholders, including the ACRL Community and Junior College Libraries Section (CJCLS), but recommended that further input should be sought from the ACRL University Libraries Section (ULS). CLS shared the draft statement with ULS before the Board meeting, but the section requested additional time to review the statement, as well as supporting resources CLS had provided to them, such as the *Library Journal* article, "[Academic Library Workers See Furloughs, Reduced Hours as Schools Anticipate Budget Cuts.](#)"

The Board asked if it was CLS's intent to keep the scope broad by using library leaders instead of librarians. Mallery confirmed that the section intent was to keep it broad, and that the statement applies to not just librarians.

It was asked who the intended audience is for the statement and if there is a dissemination plan to ensure that those making hiring decisions on campus would see the statement. The Board wanted to know if there are data on the number of institutions that are eliminating positions without undergoing institutional review processes to support the statement's claim that institutions are not conducting internal reviews. Mallery shared that the statement's intended audience is administrators and that members should share the statement as

appropriate. If approved, ACRL staff would promote the statement on its marketing channels and help CLS promote through its discussion lists. The section is interested in sharing the statement with *The Chronicle of Higher Education*. The language in the statement has been softened since the original draft and the section wanted to keep strong language to advocate for vacant library positions.

The Board wanted to ensure that the statement is supportive of libraries who are unable to fill vacancies due to budget cuts. Mallery agreed that libraries have faced growing difficulties and that some accreditation agencies no longer include the library in the accreditation process.

**Motion:** *ACRL Director-at-large Cinthya Ippoliti moved that the ACRL Board of Directors approves the ACRL Statement on the Importance of College Library Leadership Positions.*

**Amended motion:** *ACRL Past President Karen Munro moved that the ACRL Board of Directors approves the ACRL Statement on the Importance of College Library Leadership Positions in essence with some further refinement.*

**Action:** *The ACRL Board of Directors approved the ACRL Statement on the Importance of College Library Leadership Positions in essence with some further refinement.*

**Next steps:** *A Board working group comprised of Cinthya Ippoliti, Mary Mallery, Kim Copenhaver will seek input from additional stakeholders and will amend the statement if needed. If extensive revisions are made, the working group will share the revised statement with the full Board.*

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## Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: ACRL Diversity Alliance Taskforce 2021 Report

Submitted by: José Aguiñaga, co-chair of the ACRL Diversity Alliance Taskforce  
Annie Bélanger, co-chair of the ACRL Diversity Alliance Taskforce

Date submitted: January 8, 2021

### Background

Continuing on the past work of the previous Diversity Alliance Taskforce, the current taskforce members are working to expand our efforts to encompass additional goals. The current taskforce members want to ensure a balanced approach to supporting leaders, organizations, and the residents. The ongoing success of the alliance rests in supporting coordinators as well as residents in having positive experiences as academic librarians. In our opinion, it is through this partnership of the coordinators and residents that retention can increase in our profession.

In considering our [charge](#), the taskforce defines the following goals for 2021:

1. Review existing checklists in the profession to create a Diversity Alliance checklists for 1) organizational readiness assessment for residencies and 2) leaders in creating residencies (Charge item 1)
2. Collaborate with the Residencies Interest Group to identify assessment tools and goals for residencies (Charge item 2)
3. Strengthen [commitment letter](#) to contain a leadership pledge to advance inclusive leadership practices and support of resident(s) (Charge item 3)
4. Create a central space to host materials for coordinator and residencies as well as materials developed by alliance members (Charge item 4)
5. Conduct an environmental scan about the future of residencies in academic libraries (Subset of Charge item 5)
  - o Collaborate with the Residency Interest Group to collect input from residents towards the report

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

- Create a survey to collect input from leaders and coordinators as well as impact stories and feedback
- Create a survey for past residents to reflect on impact of their residencies, high points and areas for improvement
- 6. Collaborate with the Equity, Diversity & Inclusion Committee to identify criteria and process for Diversity Alliance membership in the absence of a residency program (Charge item 6)

Pending goals for 2022:

- A. Issue the checklists (Charge item 1)
- B. Issue new commitment letter (Charge item 3)
- C. Develop coordinator training materials (Charge item 4) - requires goals established for residencies
- D. Craft report for state of residencies (Charge item 5), including assessment tools and goals (Charge item 2)
- E. Define a process for Diversity Alliance membership (Charge item 6)

## **Questions for the Board to Discuss**

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

- Is the board comfortable with the goals outlined in order to meet the taskforce charge?
- What ideas does the board have on how the work might be scoped to be realistic in terms of timeline?
- What are the board's priorities in terms of the taskforce charge, and why?

## **Stakeholders**

We have reached out to the Residencies Interest Group, through the liaison.

We will need to reach out to leaders (Deans/Directors) overseeing residencies, coordinators, and current/past residents. We plan to work with the Equity, Diversity & Inclusion Committee.

## **Strategic Goal Area Supported**

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*



☐ Research and Scholarly Environment

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

☒ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

*Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

FY22 Budget  
Preliminary Executive Summary

ACRL MW21 Doc 15.0

	A	B	C	D	E	F
1		FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Budget	Budget	Budget
3	<b>Beginning Reserves</b>					
4	Reserve Sept. 1: ACRL Operating	\$4,687,946	\$3,430,260	\$3,311,824	\$2,391,197	\$1,850,333
5	Reserve Sept. 1: ACRL LTI	\$4,180,025	\$4,956,786	\$4,954,016	\$5,047,572	\$5,047,572
6	Reserve Sept. 1: CHOICE Operating	\$2,533,295	\$2,926,294	\$2,571,980	\$2,562,759	\$2,569,301
7	Reserve Sept. 1: CHOICE LTI	\$880,574	\$572,349	\$538,536	\$597,935	\$597,935
8	<b>Total</b>	<b>\$12,281,840</b>	<b>\$11,885,689</b>	<b>\$11,376,356</b>	<b>\$10,599,463</b>	<b>\$10,065,141</b>
9						
10	<b>Revenues</b>					
11						
12	<b>Membership</b>					
13	Dues	\$609,906	\$598,848	\$611,284	\$354,335	\$538,948
14	Standards, Licensing Fees	\$2,704	\$38,714	\$14,000	\$850	\$250
15	Advisory	\$27,050	\$33,490	\$88,500	\$42,500	\$42,500
16	Awards	\$17,450	\$20,750	\$16,600	\$19,600	\$22,100
17	Special Events	\$31,282	\$34,887	\$15,125	\$15,125	\$15,125
18	Diversity Alliance	\$25,500	\$29,930	\$24,000	\$27,090	\$27,500
19	Project Outcome	\$0	\$37,250	\$0	\$2,500	\$2,500
20	<b>Subtotal</b>	<b>\$713,892</b>	<b>\$793,870</b>	<b>\$769,509</b>	<b>\$462,000</b>	<b>\$648,923</b>
21						
22	<b>Publications</b>					
23	CHOICE	\$2,813,283	\$2,520,863	\$2,645,629	\$2,382,519	\$2,242,842
24	C&RL	\$14,758	\$16,054	\$16,200	\$15,700	\$12,640
25	C&RL News	\$569,964	\$613,958	\$564,657	\$400,932	\$376,388
26	RBM	\$22,871	\$29,870	\$27,373	\$26,907	\$23,756
27	Nonperiodical Publications	\$388,475	\$338,897	\$379,380	\$262,290	\$249,920
28	Library Statistics	\$116,797	\$123,554	\$157,809	\$120,397	\$150,000
29	<b>Subtotal</b>	<b>\$3,926,148</b>	<b>\$3,643,197</b>	<b>\$3,791,048</b>	<b>\$3,208,745</b>	<b>\$3,055,546</b>
30						
31	<b>Education</b>					
32	Institutes & Liscensed Workshops	\$421,728	\$308,921	\$355,624	\$295,780	\$350,850
33	ACRL Conference	\$36,635	\$2,549,663	(\$24,000)	\$2,067,620	(\$24,000)
34	Preconferences & RBMS Conference	\$265,297	\$223,245	\$218,895	\$185,971	\$185,971
35	Annual Conference & MW Programs	\$19,350	\$14,000	\$16,000	\$16,000	\$16,000
36	Web-CE	\$121,416	\$103,698	\$90,570	\$76,178	\$80,928
37	<b>Subtotal</b>	<b>\$864,426</b>	<b>\$3,199,528</b>	<b>\$657,089</b>	<b>\$2,641,549</b>	<b>\$609,749</b>
38						
39	<b>Special Programs</b>					
40	Friends of ACRL-Restricted	(\$9,737)	\$0	\$30,640	\$30,640	TBD
41	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	\$0
42						
43	<b>Total Revenues</b>					
44	<b>Total Revenues ACRL</b>	<b>\$2,691,183</b>	<b>\$5,115,731</b>	<b>\$2,572,017</b>	<b>\$3,929,775</b>	<b>\$2,071,376</b>
45	<b>Total Revenues CHOICE</b>	<b>\$2,813,283</b>	<b>\$2,520,863</b>	<b>\$2,645,629</b>	<b>\$2,382,519</b>	<b>\$2,242,842</b>
46	<b>Total Revenues ACRL &amp; Choice</b>	<b>\$5,504,466</b>	<b>\$7,636,595</b>	<b>\$5,217,646</b>	<b>\$6,312,294</b>	<b>\$4,314,218</b>
47						

FY22 Budget  
Preliminary Executive Summary

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	A	B	C	D	E	F
1		FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Budget	Budget	Budget
48	<b>Expenses</b>					
49						
50	<b>Membership</b>					
51	Membership Services*	\$200,336	\$49,671	(\$45,922)	\$28,130	(\$17,979)
52	Exec. Cttee. & Board	\$212,181	\$232,282	\$223,581	\$144,926	\$200,648
53	Advisory	\$100,632	\$60,706	\$80,276	\$52,844	\$35,466
54	Standards Distribution	\$15,293	\$8,592	\$3,283	\$3,753	\$10,404
55	Awards	\$47,571	\$48,676	\$49,407	\$48,160	\$46,566
56	Chapters	\$27,541	\$18,636	\$31,477	\$18,897	\$30,774
57	Committees	\$153,752	\$134,130	\$156,633	\$120,872	\$146,688
58	Sections	\$128,865	\$117,292	\$130,774	\$110,169	\$121,591
59	C&RL Over Revenue	\$38,594	\$32,209	\$0	\$35,531	\$37,561
60	C&RL News Over Revenue	\$0	\$0	\$0	\$105,155	\$46,658
61	Liaisons to Higher Ed. Organizations	\$43,951	\$41,205	\$60,773	\$28,838	\$33,160
62	Special Events	\$36,513	\$40,849	\$14,498	\$20,955	\$22,038
63	Information Literacy	\$37,333	\$44,503	\$10,603	\$8,076	\$55,278
64	Scholarly Communications	\$119,856	\$155,076	\$142,290	\$77,871	\$115,793
65	Value of Academic Libraries	\$118,069	\$57,851	\$101,018	\$34,977	\$45,726
66	Government Relations	\$56,668	\$42,629	\$57,065	\$32,472	\$43,828
67	Scholarships	\$40,845	\$82,580	\$43,000	\$102,000	\$37,000
68	Annual Conference Programs	\$35,012	\$41,123	\$57,550	\$49,080	\$43,334
69	New Roles & Changing Landscapes	\$13,896	\$7,236	\$19,483	\$7,731	\$23,313
70	Diversity Alliance	\$32,770	\$42,920	\$74,369	\$55,578	\$66,964
71	Project Outcome	\$49,690	\$247,565	\$209,452	\$73,437	\$102,574
72	<b>Subtotal</b>	<b>\$1,509,368</b>	<b>\$1,505,733</b>	<b>\$1,419,610</b>	<b>\$1,159,452</b>	<b>\$1,247,386</b>
73						
74	<b>Publications</b>					
75	CHOICE	\$2,945,284	\$2,698,854	\$2,654,850	\$2,375,977	\$2,487,276
76	C&RL	\$14,758	\$16,054	\$56,946	\$15,700	\$12,640
77	C&RL News	\$487,139	\$550,606	\$585,903	\$400,932	\$376,388
78	RBM	\$21,400	\$19,622	\$16,588	\$19,579	\$20,196
79	Nonperiodical Publications	\$330,329	\$223,970	\$332,809	\$236,141	\$232,637
80	Library Statistics	\$70,310	\$147,932	\$95,965	\$80,383	\$106,092
81	<b>Subtotal</b>	<b>\$3,869,220</b>	<b>\$3,657,038</b>	<b>\$3,743,061</b>	<b>\$3,128,712</b>	<b>\$3,235,229</b>
82						
83	<b>Education</b>					
84	Institutes & Liscensed Workshops	\$367,138	\$293,394	\$346,148	\$303,136	\$335,597
85	ACRL Conference	\$238,096	\$2,093,753	\$301,758	\$1,908,030	\$278,779
86	Preconferences & RBMS Conference	\$243,900	\$203,473	\$201,176	\$173,716	\$180,217
87	Web-CE	\$76,078	\$49,631	\$75,779	\$54,583	\$69,557
88	<b>Subtotal</b>	<b>\$925,212</b>	<b>\$2,640,251</b>	<b>\$924,861</b>	<b>\$2,439,465</b>	<b>\$864,150</b>
89						
90	<b>Special Programs</b>					
91	Friends of ACRL-Restricted	(\$9,737)	\$67,820	\$20,000	\$60,000	\$60,000
92	Friends of ACRL-Operating	\$65,357	\$129,998	\$59,962	\$118,987	\$46,878
93	<b>Subtotal</b>	<b>\$55,620</b>	<b>\$197,818</b>	<b>\$79,962</b>	<b>\$178,987</b>	<b>\$106,878</b>
94						
95	<b>Total Expenses</b>					
96	<b>Total Expenses ACRL</b>	<b>\$3,423,873</b>	<b>\$5,234,167</b>	<b>\$3,492,644</b>	<b>\$4,470,639</b>	<b>\$2,906,366</b>
97	<b>Total Expenses CHOICE</b>	<b>\$2,945,284</b>	<b>\$2,698,854</b>	<b>\$2,654,850</b>	<b>\$2,375,977</b>	<b>\$2,487,276</b>
98	<b>Total Expenses ACRL &amp; Choice</b>	<b>\$6,369,157</b>	<b>\$7,933,021</b>	<b>\$6,147,494</b>	<b>\$6,846,616</b>	<b>\$5,393,642</b>
99						

FY22 Budget  
Preliminary Executive Summary

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	A	B	C	D	E	F
1		FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Budget	Budget	Budget
100	<b>Nets</b>					
101	<b>Total Net ACRL</b>	<b>(\$732,690)</b>	<b>(\$118,436)</b>	<b>(\$920,627)</b>	<b>(\$540,864)</b>	<b>(\$834,990)</b>
102	<b>Total Net Choice</b>	<b>(\$132,001)</b>	<b>(\$177,990)</b>	<b>(\$9,221)</b>	<b>\$6,542</b>	<b>(\$244,434)</b>
103						
104	<b>Membership Net</b>	<b>(\$795,476)</b>	<b>(\$711,863)</b>	<b>(\$650,101)</b>	<b>(\$697,452)</b>	<b>(\$598,463)</b>
105	<b>Publications Net (without Choice)</b>	<b>\$188,929</b>	<b>\$164,150</b>	<b>\$57,208</b>	<b>\$73,491</b>	<b>\$64,751</b>
106	<b>Education Net</b>	<b>(\$60,786)</b>	<b>\$559,276</b>	<b>(\$267,772)</b>	<b>\$202,084</b>	<b>(\$254,401)</b>
107						
108	<b>Operating Transfers</b>					
109	<b>ACRL</b>	<b>(\$525,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
110	<b>Choice</b>	<b>\$525,000</b>	<b>(\$176,324)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
111						
112	<b>LTI Transfers, Gains, Losses</b>					
113	<b>ACRL</b>	<b>\$776,761</b>	<b>(\$2,770)</b>	<b>\$93,556</b>	<b>TBD</b>	<b>TBD</b>
114	<b>Choice</b>	<b>(\$308,226)</b>	<b>(\$33,813)</b>	<b>\$59,399</b>	<b>TBD</b>	<b>TBD</b>
115						
116	<b>Ending Reserves</b>					
117	<b>ACRL Mandated Operating Reserve</b>	<b>\$933,236</b>	<b>\$989,273</b>	<b>\$1,028,604</b>	<b>\$1,060,858</b>	<b>\$1,038,833</b>
118	<b>Reserve Aug 31: ACRL Operating</b>	<b>\$3,430,256</b>	<b>\$3,311,824</b>	<b>\$2,391,197</b>	<b>\$1,850,333</b>	<b>\$1,015,344</b>
119	<b>Reserve Aug 31: ACRL LTI</b>	<b>\$4,956,786</b>	<b>\$4,954,016</b>	<b>\$5,047,572</b>	<b>\$5,047,572</b>	<b>\$5,047,572</b>
120	<b>Reserve Aug 31: CHOICE Operating</b>	<b>\$2,926,294</b>	<b>\$2,571,979</b>	<b>\$2,562,759</b>	<b>\$2,569,301</b>	<b>\$2,324,867</b>
121	<b>Reserve Aug 31: CHOICE LTI</b>	<b>\$572,348</b>	<b>\$538,536</b>	<b>\$597,935</b>	<b>\$597,935</b>	<b>\$597,935</b>
122	<b>Total</b>	<b>\$12,818,920</b>	<b>\$12,365,629</b>	<b>\$11,628,068</b>	<b>\$11,126,000</b>	<b>\$10,024,550</b>

Association of College & Research Libraries  
 225 N. Michigan Ave., Suite 1300, Chicago, IL 60601  
 800-545-2433, ext. 2523  
[acrl@ala.org](mailto:acrl@ala.org); <http://www.acrl.org>



To: ACRL Budget and Finance Committee, ACRL Board of Directors  
 From: Kara J. Malenfant, ACRL Interim Executive Director  
 Date: January 20, 2021  
 Re: FY20 and FY21 estimates and outlook

Generally, in January, staff present the ACRL Budget and Finance Committee with the results of the FY20 close as well as first quarter FY21 actuals. This year, there are delays in financial reporting. As described on January 19, 2021 during the joint ALA Budget Analysis and Review Committee / Finance and Audit Committee Meeting, the FY20 audit is underway and the focus now is on FY21 financial reports. After ALA finance closes FY20, it is expected that quarterly reporting will resume on a delayed timeline for FY21.

#### **FY20 Estimated Ending Net Asset Balance**

The most current information available from ALA accounting for FY20 actual financials is from April 2020 for a fiscal year which ended August 31, 2020. Therefore, based on manually compiling data (sales, subscriptions, registration, membership renewal, etc.) from other available sources, staff have estimated changes to ACRL's FY20 financial performance as follows:

<b>ACRL TOTAL</b>	<b>FY20 Budget</b>	<b>FY20 Estimated</b>	<b>\$ Variance from Budget</b>
<b>Beginning net asset balance</b>	\$3,311,824	\$3,311,824	\$0
<b>Revenues</b>	\$2,572,017	\$1,780,274	(\$791,743)
<b>Expenses</b>	\$3,492,644	\$2,838,389	(\$654,255)
<b>NET</b>	(\$920,627)	(\$1,058,115)	(\$137,488)
<b>Ending net asset balance</b>	\$2,391,197	\$2,253,709	(\$137,488)

The largest shifts in both revenues and expenses were seen for the three main revenue streams: education (Immersion, RBMS conference, and licensed workshops were cancelled), publications (book and ad sales declined), and membership. Further savings from payroll are estimated as follows:

- Salary and benefits due to executive director retirement (estimated \$40,000).
- Salary for 5-days of furlough August 2020 (estimated \$21,000).
- Paycheck Protection Program (PPP), to be credited when loan is forgiven. (estimated range \$108,000-\$180,000. Per federal guidance, loan amount can be forgiven if at least 60% of the proceeds were spent on payroll costs. Estimated ACRL salary and

employee portion of benefits during 8-week covered period is approximately \$180,000, therefore 60% = \$108,000.).

Taking these further payroll savings into account, the FY20 ending net asset balance could be \$2,422,709 or higher, which is greater than budgeted. This is a very provisional number, however, which may change greatly once we have actual financial results covering May 1-August 31, 2020.

### **FY21 Financial Projections**

As a reminder, for FY21 ALA and its divisions used the same budget assumptions planning an overall 23% decline in revenue from that which was budgeted in FY20 due to the economic impact of the pandemic. The most current information available from ALA accounting for FY21 actual financials is for one month, September 2020. Again, based on manually compiling projections from other available sources of data, staff estimate that ACRL's overall financial performance in the first quarter of FY21 (September 1-November 30, 2020) is in line with budget. Specifically, we estimate:

- Gross advertising revenue for C&RL is down approximately (\$149) or 6% from budget.
- Gross print and online advertising revenue for C&RL News is up approximately \$1,901 or 5% from budget.
- Gross recruitment advertising revenue for C&RL News is up approximately \$6,019 or 8.4% from budget.
- Gross print and online advertising revenue for RBM is down approximately (\$460) or 8% from budget.
- Sales for non-serial publications are down approximately (\$12,573) or 19% from budget. (*Note: 3 of 14 titles of the fiscal year are now published.*)
- Net revenue for ACRL statistics program is up approximately \$6,421 or 1.2% from budget.
- Membership revenue appears to be tracking close to budget. (*Note: Based on informal ALA data.*)
- Licensed Workshops are on budget, which assumed no in-person workshops through remainder of calendar 2020.
- e-Learning revenue appears to be tracking close to budget.
- Expenses for leadership council are higher than budgeted due to facilitation costs for virtual leadership council 3-part series.

For future quarters of FY21 we currently project:

- Modest net for the ACRL 2021 Conference recognized in Q3, in line with what was budgeted. (*Notes: The switch from in-person to virtual means revenue is assessed at 50% of the overhead rate, per the operating agreement. Because the ACRL Conference has a two-year cycle, we must look at the budget over a two-year period. The FY21 projected net will not fully cover planning costs incurred in FY20 but will be close.*)
- Modest net for RBMS 2021 recognized in Q4, in line with what was budgeted.
- Savings of \$21,000 due to cancelled travel for staff and officers (business meetings with associations, potential donors, governmental agencies, Chapter visits)
- Savings of \$20,500 due to cancelled in person Board Strategic Planning and Orientation Session in advance of ACRL2021.

## **ACRL MW21 Doc 16.0**

- Savings of \$45,000 for payroll in Q2 (Jan-Mar) and Q3 (April-June) while the E.D. search continues.
- Additional savings for in person meetings may be realized in Q4 depending on format chosen for ALA AC21.

ACRL staff will continue to carefully monitor actual expenses and revenue, to the extent that financial reports allow. Containing costs in real time will be crucial over the coming months given the fluid nature of the broader economic context.

### **Choice FY21**

*See Doc 12.0 Choice Financial Performance Sep to Dec 2020.*

## ACRL Budget & Finance Committee

**Brainstorm document:** Determining the appropriate amount for ACRL to maintain as its net asset balance.  
**Draft:** January 26, 2018 | Georgie Donovan  
**Subgroup:** Georgie Donovan, Rickey Best, Kevin Wade Merriman, Tara Baillargeon

**Net Asset Balance:** The accumulated revenues minus expenses for ongoing operations. Funds remaining at any given time are the net asset balance. For ACRL, interest earned on the net asset balance returns to ALA (not to ACRL). ALA earns a very modest return on ACRL's net asset balance. In FY16, the rate of return was 2.64% (ACRL MW17 B&F Doc 11.0). Calculating since 1991, the average rate of return was 4.72% (ACRL MW17 B&F Doc 11.0).

**Long Term Investment (LTI):** The active management of a pool of securities, which includes equities, fixed income (bonds) and real estate investment trusts for the purpose of growing the corpus, assets, and investment resources so as to support current and future Association needs. ACRL earns income from the funds it places in the ALA LTI. The ALA LTI is sometimes described as the "endowment." It is one account and the Endowment Trustees make decisions about asset allocation. Income (interest and dividends), capital appreciation (realized/unrealized gains and losses), and bank fees are proportionately allocated to our share of the endowment (ACRL MW17 B&F Doc 11.0). At the close of FY17 the total ALA LTI was \$43,542,028.

### ACRL and CHOICE Net Asset and Long-Term Investment Fund Balances

(2006-2016 columns: ACRL MW17 Joint Board & B&F Doc 2.0; 2016-17 column: August 2017 final close performance reports)

	2006-07*	2007-08	2008-09*	2009-10	2010-11*	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17*
<b>ACRL Closing Net Asset Balance</b>	\$3,384,614	\$3,298,608	\$3,854,778	\$3,661,257	\$4,165,480	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,947
<b>Transfers from Net Asset Balance to LTI</b>	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000
<b>ACRL LTI Principal</b>	\$1,936,362	\$1,791,275	\$1,646,026	\$1,743,644	\$2,011,580	\$2,148,558	\$2,363,276	\$2,806,669	\$2,903,373	\$3,332,978	\$3,924,498
<b>ACRL Award Endowments ***</b>	\$178,690	\$170,558	\$155,158	\$164,911	\$177,297	\$185,009	\$198,287	\$233,587	\$224,150	\$234,904	\$255,527
<b>Sum of LTI Principle &amp; Award Endowments</b>	\$2,115,052	\$1,962,323	\$1,801,184	\$1,908,555	\$2,188,877	\$2,333,567	\$2,561,563	\$3,040,256	\$3,127,523	\$3,567,882	\$4,180,024
<b>Rate of Return**</b>						10.5%**	17.5%**	7.7%**	-2.9%**	5.8%**	

\* ACRL Conference Years

\*\* Calendar Year End

\*\*\* Atkinson, Oberly, Leab award endowments

### Additional Reference Documents

[ALA Statement of Revenues and Expenses by Division, February 2015](#)

History of ACRL Endowment Transfers FY12–FY16 | ACRL MW17 Joint Board & B&F Doc 3.0

ALA Endowment Policy 8.5.1 (Spending/Payout/Distribution/Withdrawal) | ACRL MW17 Joint Board B&F Doc 4.0

[How Much in Reserve Funds Should Your Nonprofit Have?](#)

Michael Daily, Executive Director of the Executive Service Corp

Article suggests 6 months operating expenses is a good reserve | and no less than 3 months operating expenses.



[Operating Reserves: What are appropriate levels and what is typical in the nonprofit sector?](#)

National Center for Charitable Statistics, Center on Nonprofits & Philanthropy at the Urban Institute, + United Way Toolkit to determine how many risk factors your organization has; suggests a 3 – 6 month reserve based on risk.

**Statement of Revenues & Expenses FY2017 12 Month Financials**

from pg. 13 | [Division Statement of Revenues and Expenses](#) | [ALA Results of Operations FY2017](#) | [Twelve Month Financials](#) | [EBD #4.2](#) / [BARC #4.0](#)  
available at <http://www.ala.org/aboutala/ebd-inventory-2017-2018>

FY17	YTD Actual	YTD Budgeted	Prior Year Actual	Beginning Net Assets	Transfers	End Net Assets
AASL	-\$703,939	-\$454,637	\$58,956	\$757,638	-	\$53,699
<b>ACRL</b>	<b>\$548,562</b>	<b>-\$295,404</b>	<b>-\$360,851</b>	<b>\$4,389,385</b>	<b>\$250K</b>	<b>\$4,687,947</b>
ALCTS	\$83,842	-\$43,606	-\$2,850	\$219,866	-	\$303,708
ALSC	\$285,121	-\$22,012	\$316,953	\$2,461,926	\$162K	\$2,585,047
ASCLA	-\$5,828	-\$9,548	\$22,087	\$136,447	-	\$130,619
CHOICE	-\$166,361	-\$255,899	-\$236,392	\$2,648,059	-	\$2,481,698
LITA	-\$8,180	-\$9,446	\$17,451	\$407,081	-	\$398,901
LLAMA	\$9,877	-\$46,320	-\$4,486	\$195,479	-	\$205,356
PLA	-\$403,705	-\$814,693	\$1,042,922	\$3,464,585	-	\$3,060,880
RUSA	-\$92,579	-\$86,308	-\$82,523	\$382,110	-	\$289,531
UFL	-\$16,741	\$2,985	-\$18,084	-\$193,175	-	-\$209,916
YALSA	-\$117,974	\$47,779	-\$36,474	\$233,835	-	\$115,861
<b>TOTAL</b>	<b>-\$594,267</b>	<b>-\$1,987,109</b>	<b>\$716,707</b>	<b>\$15,103,236</b>	<b>\$412K</b>	<b>\$14,096,969</b>

### Relevant Discussion Issues

selected from the Greater Washington Society of CPAs Educational Foundation | Nonprofit Accounting Basics  
<http://www.nonprofitaccountingbasics.org/reporting-operations/statement-financial-position>

Is our cash balance increasing or decreasing?

What are current vs. long-term membership dues trends?

Are we preparing for future programming?

Have we invested enough (or too much) in the strategic plan? In staffing?

Do we need to upgrade our equipment or technology?

### PROPOSALS

#### Primary recommendation:

Reduce the amount of the net asset balance for ACRL by spending down to a reasonable amount, ideally between 3-6 months of operating reserve (3 months = more risk tolerant; 6 months = more conservative). Base the operating reserve on either revenues or expenditures from conference years (which have larger budgets).

#### Secondary recommendations:

- (a) Develop a separate group for determining how to spend these funds and over what period of time.
- (b) Develop a strategy to spend the income from the Long Term Investment endowment every year.

**Notes:**

- Total revenues and expenditures (next page) are taken from pg. 89 of the [ACRL MW17 B&F Packet21 : Memo re: 4<sup>th</sup> Quarter Budget Report, FY2017](#)
- The most recent ACRL Conference (2017) had revenues of ~\$2,815,300; other revenues come from publications (~\$1,122,000 without CHOICE), dues (~\$638,000), other educational offerings (~\$650,000), etc. based on FY17 final close.

**Proposal #1 (low risk):**

Maintain a balance of **six months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17 final close (\$5,368,999) +			
FY 15 (\$5,282,284) total revenues	=	\$5,325,641	
	÷	2	(to get six months / one half of year)
<hr/>			
Net asset balance should be		\$2,662,820	

**Proposal 2 (mid risk):**

Maintain a balance of **six months** operating reserve based on **total expenditures** from two conference years (average of 2)

Average of FY17 (\$4,820,438) +			
FY 15 (\$4,604,875) total expenditures	=	\$4,712,656	
	÷	2	(to get six months / one half of year)
<hr/>			
Net asset balance should be		\$2,356,328	

**Proposal 3 (high risk):**

Maintain a balance of **four months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17 (\$5,368,999) +			
FY 15 (\$5,282,284) total revenues	=	\$5,325,641	
	÷	3	(to get four months / one third of year)
<hr/>			
Net asset balance should be		\$1,775,213	

## Council of Higher Education Management Associations Operating Reserve Policies

Amount of Reserves		
Association	Response	ACRL reserve levels if using other association's policies
ASAE	6-12 months as a rule of thumb	6 months = \$4,137,542 12 months = \$1,034,386
ACCED-I	9 months of operating budget	\$3,103,157
ACUHO-I	6 months of current annual budget	\$2,068,771
ACUI	50% of annual expenses	\$2,068,771
AFSA	50% of the operating budget	\$2,068,771
AIR	6 months of annual budget	\$2,068,771
APPA	6 months - own their HQ	\$2,068,771
CSHEMA	6 months of annual budget	\$2,068,771
CUPA-HR	12 months - own their HQ	\$4,137,542
EDUCause	6 to 12 months of annual budget	6 months = \$4,137,542 12 months = \$1,034,386
IACLEA	9 months of annual budget	\$3,103,157
NACADA	1.5 times the annual budget	\$6,206,313
NACAS	\$250K Current operations reserve, \$50K capital reserves, \$150K future operations reserve	\$450,000
NACE	12 months of the annual budget	\$4,137,542
NACUBO	3 months (liquid), plus \$1.5 million for one-time special initiatives	\$2,534,386
NACUFS	No fixed amount; however have 12 months of annual operations	\$4,137,542
NASFAA	6 months	\$2,068,771
NIRSA	75% of annual budget (down from 100%)	\$3,103,157
NODA	50% of current annual budget	\$2,068,771
SCUP	15% of the annual operating budget	\$155,158
UPCEA	6 months of the annual budget	\$2,068,771
URIMA	Fixed annual conference expenses, plus 75% of budget general & admin expenses	\$3,103,157 + approximately \$1 million for ACRL Conference spent annually.

Note: ACRL Reserve \$ based on \$4,137,542, which is the average of the past 4 years of expenses (FY15 - FY18). Average of last 4 years used due to the peak for the biennial ACRL Conference in odd years.

*Note: Document previously prepared for packet shared in FY19.*

## ACRL Active Task Force Status Report

Task Force	Charge	Leadership	Timeline	Status Notes
<b>Academic Librarians Standards and Guidelines Review Task Force</b>	<p><b>Charge:</b> The Task Force, following the procedures for the review of standards found in the ACRL Guide to Policies and Procedures, <a href="#">Chapter 14</a>, and pertaining to the six documents from the charge of the original Task Force, is established to:</p> <ol style="list-style-type: none"> <li>1. Review the work and recommendations of the previous Task Force</li> <li>2. Recommend changes in text or direction in the work of the previous Task Force as needed, focusing on ease of use of the proposed Guidelines for Academic Librarian Employment and Governance Systems along with specificity on and inclusiveness of non-tenure track faculty procedures in the document</li> <li>3. Produce a draft document incorporating these changes</li> <li>4. Seek wide ranging comments and input from stakeholder communities and the general ACRL membership</li> </ol>	<p><b>Chair:</b> Julia M. Gelfand</p> <p><b>Board liaison:</b> Faye A. Chadwell</p> <p><b>Staff liaison:</b> David Free</p>	<p><b>No later than Midwinter 2020:</b> The final document should be submitted for ACRL Board approval within six months of the draft being circulated for comment and the final report should be submitted no later than AC20.</p> <p><b>Annual 2019:</b> Second interim report due.</p> <p><b>Spring 2019:</b> First interim report due.</p>	<p><b>January 2021:</b> The task force is in the process of getting documents for the individual document revisions (See below) to the Standards Committee in late January for their consideration. Standards will move the documents along to the Board when approved.</p> <p><b>October 2020:</b> The task force has resumed work on the project with a goal of having content to the Standards Committee in November 2020. The task force decided that creating a combined document as proposed by the first iteration of the group isn't the path forward and will submit individual revisions of the remaining documents to Standards and the Board.</p> <p><b>June 2020:</b> Work has continued to stall due to COVID-19 etc.</p> <p><b>Spring 2020:</b> The task force met around Midwinter, but work has stalled due to COVID-19.</p> <p><b>Midwinter 2020:</b> The Task Force has a draft document ready for circulation prior to MW20 and will be collecting</p>

Task Force	Charge	Leadership	Timeline	Status Notes
	5. Incorporate, as appropriate, those recommendations into a final draft, including clearly highlighting revisions to previously existing documents and new content in the guidelines.			<p>feedback with the aim of submitting the final document to the Standards Committee in the spring.</p> <p><b>Fall 2019:</b> Task Force is on track to submit its final document at MW20.</p> <p><b>Annual 2019:</b> The TF submitted an interim report. This spring the TF collected data on the status of academic librarians at a variety of institutional types through data from ACRL surveys and a custom survey they distributed to a number of ACRL lists. Based on the feedback, they are leaning towards submitting one combined document (continuing the track taken by the previous iteration of the TF) instead of keeping the documents separate. They are holding an open forum on the revision at ALA Annual to collect additional feedback.</p> <p><b>Spring 2019:</b> Task force has started meeting virtually and in person at MW to begin work reviewing the work done by the previous version and deciding on a course of action moving forward. They are working on data collection on faculty status and related issues, including finalizing a survey for distribution to membership. They are</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>also planning to hold a forum to collect feedback at Annual.</p> <p><b>Midwinter 2019:</b> appointment extensions sent and accepted.</p> <p><b>Midwinter 2019:</b> task force extended through June 30, 2020.</p> <p><b>Fall 2018/December 2018:</b> Appointments completed.</p> <p><b>July/August 2018:</b> Call for Volunteers posted early July and appointments in August.</p> <p><b>Annual 2018:</b> The Board established the task force.</p>
<b>ACRL/ALA/ARL IPEDS Task Force</b>	<p><b>Charge:</b> To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2020 and 2021 survey cycles; to develop definitions for and refine instructions regarding shared</p>	<p><b>Co-chairs:</b> Robert Dugan &amp; TBD by ARL</p> <p><b>Board Liaison:</b> n/a</p> <p><b>Staff Liaison:</b> Mary Jane Petrowski</p>	<p><b>AC 2022:</b> Final report due.</p> <p><b>AC 2021:</b> Interim report due.</p> <p><b>October 2019:</b> Board approved Task Force extension and new charge/timeline.</p>	<p><b>January 2021:</b> Task Force worked from July - December 2020 to develop a new question for shared collections. Once approved, this question will be included in the 2021 NCES IPEDS ALC.</p> <p><b>June 2, 2020:</b> Task Force finalized revisions to staffing counts to include vacant short-term and vacant temporary positions.</p> <p><b>April 22, 2020:</b> Task Force met and approved new guidance for usage using COUNTER 5. Since that meeting</p>

Task Force	Charge	Leadership	Timeline	Status Notes
	collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.		<b>Fall 2017</b> Initial Task Force established	<p>the Task Force has developed a new FAQ response for how to count vacant short-term or temporary positions. The group is now working to develop new questions and definitions for shared collections to be completed by November 30, 2020.</p> <p><b>March 10, 2020:</b> Task Force met and reviewed the timeline, scope of work, and has identified working groups for shared collections, staffing, COUNTER 5 questions.</p> <p><b>November 2019:</b> Appointments completed.</p> <p><b>Fall 2019:</b> Appointments underway.</p> <p><b>Annual 2019:</b> final report submitted to Board.</p> <p><b>April 2019:</b> Task Force prepared a press release that will be issued on April 23, 2019, to alert the field that the US Department of Education seeks comments on IPEDS changes by May 20, 2019.</p> <p><b>December 2018:</b> Task Force shared draft of 2020 Academic Library Component with interested</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>stakeholders for feedback by end of the year.</p> <p><b>Fall Board Meeting 2018:</b> interim report submitted.</p> <p><b>Fall 2018:</b> One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends &amp; Statistics Survey Editorial Board.</p> <p><b>Summer 2018:</b> The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections and e-serials will be incorporated into the 2020 IPEDS Academic Library Component along with improved counts for professional staffing.</p> <p>The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019.</p> <p>The Task Force completed edits to the 2017 survey instruction on May 16, 2017. Christopher Cody will recommend to NCES that these changes be incorporated into the 2017 IPEDS Academic Library Component.</p>



Task Force	Charge	Leadership	Timeline	Status Notes
				<p><b>Spring 2017:</b> The co-chairs and staff liaisons held two conference calls, including one on March 28, 2017 with Chris Cody, IPEDS Academic Library Component director to refine scope of work. Reports from the ACRL 2016 survey and IPEDS surveys have been compiled to identify issues.</p> <p><b>Fall 2017:</b> At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/ARL/ODLOS/ PLA Building Cultural Proficiencies for Racial Equity Framework Task Force	<ul style="list-style-type: none"> <li>Scanning the environment, including review of relevant documents (e.g., <a href="#">ACRL Diversity Standards: Cultural Competency for Academic Libraries</a>) to identify literature and similar statements and frameworks related to racial equity;</li> <li>Drafting the framework;</li> <li>Seeking comment from stakeholders and the library community on the draft, and revising as needed.</li> </ul>	<p><b>Co-conveners:</b> Jennifer Garrett, Marcela Y. Isuster</p> <p><b>Facilitator:</b> Katherine Skinner, Executive Director, Educopia Institute</p> <p><b>Staff liaisons:</b> Allison Payne, ACRL; Kristin Lahurd &amp; Gwendolyn Prellwitz, ODLOS; Scott Allen, PLA; Mark A. Puente, formerly ARL; Gary Roebuck, ARL</p>	<p><b>Summer 2021:</b> Final draft of document and final status report to ACRL Board.</p> <p><b>Spring 2021:</b> Draft shared and request for comments</p>	<p><b>Nov 2020-Jan 2021:</b> Three work sessions facilitated by Katherine Skinner were held to identify the goals of the Framework.</p> <p><b>Fall 2020:</b> Survey Working Group may distribute a survey widely to stakeholders of four organizations.</p> <p><b>November 9, 2020:</b> First of three work sessions (facilitated by Katherine Skinner) planned. Other two work sessions will most likely be scheduled in early 2021.</p> <p><b>October 2020:</b> ACRL Standards Committee rep reached out to co-chairs to check-in regarding ACRL Standards process.</p> <p><b>Summer 2020:</b> Full task force meetings. Working groups formed: Data and Competencies; Glossary; and Survey.</p> <p><b>May 2020:</b> Task Force roster announced (<a href="#">press release</a>).</p>

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

<b>Diversity Alliance Task Force</b>	<p>Oversee the Diversity Alliance, serve as champions of the program, build relationships and investigate partnerships with appropriate ACRL and ALA groups, and propose future directions, including governance, to the ACRL Board of Directors.</p>	<p><b>Chair:</b> José A. Aguiñaga, Annie Belanger</p> <p><b>Board liaison:</b> April Cunningham</p> <p><b>Staff liaison:</b> Kara Malenfant, Allison Payne</p>	<p><b>Summer 2020:</b> Task Force terms end on June 30, 2020, and a newly appointed task force will start July 1, 2020.</p> <p><b>Spring 2020:</b> Board action for recommendations on next steps.</p> <p><b>Annual 2016:</b> Task Force established. Extended through AC 2020</p>	<p><b>Midwinter 2021:</b> Co-chairs will meet with the Board for clarification on charge and prioritization of projects.</p> <p><b>Dec 2020/Jan 2021:</b> Task Force has met regularly.</p> <p><b>October/November 2020:</b> Task Force virtual meeting.</p> <p><b>September 2020:</b> Roster completed</p> <p><b>June 2020:</b> A call for volunteers was posted on ACRL marketing channels, and appointments will be made by ACRL President Karen Munro and ACRL Vice-President Jon Cawthorne after the June 15 deadline.</p> <p><b>Spring Board 2020:</b> The Board charged a new task force to carry out the current task force's recommendations.</p> <p><b>Midwinter 2020:</b> Board received an update from the task force chair.</p> <p><b>Annual 2019:</b> meetup held AC19.</p> <p><b>ACRL 2019 Conference:</b> Diversity Alliance resident meetup with Spectrum Scholars. Hosted "Taking Charge of Your Narrative" preconference.</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p><b>Midwinter 2019</b> Board action request for a one-year extension through June 30, 2020.</p> <p>Task Force meetup scheduled for MW19.</p> <p><b>Fall 2018</b> TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other benefits for DA members. TF chair and ED presented at EDUCAUSE about contemporary libraries and were able to highlight the Diversity Alliance in the presentations.</p> <p><b>June 2018</b> The task force held a virtual meeting in advance AC18 to discuss future initiatives and the ACRL Residency Interest Group's proposed charge that the Board will take action on at AC18. The group also discussed other initiatives to undertake. Overall, the task force supported the proposed charge.</p> <p><b>May 2018</b> ACRL ED Mary Ellen Davis participated in a panel session on the ACRL</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Diversity Alliance during the ACRL/ARL Symposium on EDI.</p> <p><b>January-February 2018</b>  Jon Cawthorne and John Culshaw provided an update at Midwinter to the Leadership Council and the Board. The DA meet-up for Deans, Directors, and Resident Coordinators was held on Sunday, Feb. 11 from 9-10 AM. Work has started on a LibGuide for Diversity Alliance residencies and an overview webinar to be delivered in the Spring. The ACRL 2019 Preconference Institute is in the planning stages, led by Leo Agnew. UNC-G is preparing an IMLS grant to cover two additional Resident Institutes for Diversity Alliance Residents.</p> <p><b>July-September 2017:</b> Diversity Alliance held their first gathering at Annual and decided to continue this practice at future Midwinter and Annual conferences Diversity Alliance Task Force proposed and supported the idea of a Diversity Alliance Institute preconference for ACRL 2019. A working group has been formed to begin planning.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions.</p> <p><b>May–June 2017:</b> Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p><b>February–April 2017:</b> Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.</p> <p><b>December 2016/January 2017:</b> Advised on questions received. Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p> <p><b>Fall 2016:</b> appointments completed by Irene Herold.</p> <p><b>Annual Conference 2016:</b> task force approved by Board.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
<b>National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force</b>	To work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comment on the analysis of the data by August 2021.	<b>Chair:</b> Merinda Hensely <b>Board liaison:</b> Kim Copenhaver <b>Staff liaison:</b> Mary Jane Petrowski	<b>Date interim report is due:</b> 2020 Fall Board Meeting <b>Date final report is due:</b> 2021 Fall Board Meeting	<p><b>January 2021:</b> The Task Force has conducted a survey of libraries whose schools used the old IL module. Results show that few librarians were aware of the data and/or knew how to use it. A focus group is planned for April 2021. NSSE staff have offered to fund cognitive interviews with students when the new IL module is developed.</p> <p><b>Fall 2020:</b> The Task Force met on Oct. 9 with Kevin Fosnacht, NSSE research analyst, to discuss options for moving forward with revisions to the current IL module.</p> <p><b>Spring 2020:</b> The Task Force has been appointed with four members and a chair.</p> <p><b>Spring Board 2020:</b> The Board approved the task force.</p>



## ALA Operating Agreement Work Group

**Charge:** To evaluate, assess, and make recommendations to the [ALA Operating Agreement](#) that defines the relationship between ALA and Divisions. Specifically, the WG will examine how the existing Operating Agreement is fulfilling the mission and values of the association as well as the financial structure that supports the joint and individual goals of the Association and Divisions. In addition, the WG will examine the relationship between ALA and the Roundtables and will provide recommendations that guide that relationship as well. The Operating Agreement values unity, diversity, authority, autonomy, and collaboration. These values will guide the WG in its assessment and communication.

### Work Group Website

The Work Group's website (<https://operatingagreement.ala.org/>) includes the minutes, background documents, reports, timeline, and roster.

### Midwinter 2021 Report

- [ALA Executive Board Doc 10.3 Operating Agreement Work Group Update](#)

The full compilation can be downloaded from [ALA Connect](#).



**ALA Midwinter 2021 Meeting & Exhibits Virtual  
ACRL Division-level Committees, Chapters Council, and Task Force Agendas**

<b>Committees</b>
Budget & Finance Committee
Joint Board & Budget and Finance Committee
Excellence in Academic Libraries Awards Committee
Government Relations Committee
Membership Committee
New Roles and Changing Landscapes Committee
Publications Coordinating Committee
<i>Academic Library Trends and Statistics Survey</i> Editorial Board
<i>C&amp;RL News</i> Editorial Board
CHOICE
New Publications Advisory Board
Publications in Librarianship Editorial Board
<i>RBM</i> Editorial Board
<i>Resources for College Libraries</i> Editorial Board
Student Learning and Information Literacy Committee
Value of Academic Libraries Committee

<b>Chapters Council</b>
ACRL Chapters Council

<b>Task Force</b>
National Survey of Student Engagement (NSSE) Information Literacy Module Review

## Board Working Group Status Chart

Title	Task(s)	Members	Timeline & Status
<b>Re-examination of ACRL Core commitment Joint Board/B&amp;F Working Group</b>	<p>Further explore and study existing equity, diversity and inclusion (EDI) work across ACRL through a financial lens, and consider how to prioritize and fund social justice or antiracist work that will be beneficial to workforce development, training and professional development.</p> <p>Tasks</p> <p>This working group will:</p> <ol style="list-style-type: none"> <li>1. Identify, understand and articulate all the EDI work being done throughout the Association;</li> <li>2. Convey gaps and opportunities to employ a social justice framework to ACRL's current and future pipeline, workforce training and professional development efforts throughout the Association;</li> <li>3. Ensure ACRL is integrating the Core commitment into the financial strategy of the Association and all commitments are resourced appropriately.</li> <li>4. Develop a timeline for regular updates from the ACRL Budget</li> </ol>	<p>Carolyn Allen (convener), Cinthya Ippoliti, Derrick Jefferson, Faye Chadwell, Joe Mocnik, Marla Peppers, Allison Payne (staff liaison)</p>	<p><b>Annual 2021:</b> WG will submit final report to the Board.</p> <p><del>Midwinter 2021</del> <b>Spring 2021:</b> WG will submit interim report to the Board.</p> <p><b>November 13, 2020:</b> WG meeting.</p> <p><b>October 2020:</b> WG convened for first virtual meeting to discuss a plan for completing an environmental scan of ACRL EDI activities through a financial lens.</p> <p><b>September 2020:</b> Appointments completed</p>

	<p>&amp; Finance Committee to the Board on, benchmarks and progress reports that will align ACRL's EDI spending with actions and decisions of the Board, presidents and executive director.</p> <p>5. Make a recommendation on whether ACRL should update the Budget and Finance infographic to include EDI.</p>		
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## Board Liaisons - Sorted by Board Liaison

**ACRL MW21 FYI-5**

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Budget & Finance - B&F Chair	Carolyn Henderson	Allen	Allison	Payne
Information Literacy Frameworks and Standards	Toni	Anaya	Mary Jane	Petrowski
Research Planning and Review	Toni	Anaya	Mary Jane	Petrowski
Student Learning and Information Literacy	Toni	Anaya	Mary Jane	Petrowski
External Liaisons Committee	Jessica	Brangiel	Kara Allison	Malenfant Payne
Immersion Program	Jessica	Brangiel	Margot	Conahan
Instruction Section (IS)	Jessica	Brangiel	Megan	Griffin
Value of Academic Libraries	Jessica	Brangiel	Sara	Goek
Government Relations	Jacquelyn	Bryant	Kara	Malenfant
Professional Values	Jacquelyn	Bryant	David	Free
Academic/Research Librarian of the Year Award-President	Jon	Cawthorne	Chase	Ollis
Chapters Council - President	Jon	Cawthorne	Megan	Griffin
President's Program 2021	Jon	Cawthorne	Megan	Griffin
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Faye	Chadwell	David	Connolly
Academic Librarians Standards and Guidelines Review Task Force	Faye	Chadwell	David	Free
Digital Scholarship Section (DSS)	Faye	Chadwell	Megan	Griffin
Equity, Diversity and Inclusion	Faye	Chadwell	Allison	Payne
Arts Section	Faye	Chadwell	Megan	Griffin
ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries	Kim	Copenhaver	David	Free
Literatures in English Section (LES)	Kim	Copenhaver	Megan	Griffin
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski
Politics, Policy and International Relations Section (PPIRS)	Kim	Copenhaver	Megan	Griffin
Science and Technology Section (STS)	Kim	Copenhaver	Megan	Griffin
Education and Behavioral Sciences Section (EBSS)	April	Cunningham	Megan	Griffin
Standards	April	Cunningham	David	Free
University Libraries Section (ULS)	April	Cunningham	Megan	Griffin

# Board Liaisons - Sorted by Board Liaison

ACRL MW21 FYI-5

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Diversity Alliance Task Force	April	Cunningham	Kara Allison	Malenfant Payne
European Studies Section (ESS)	April	Cunningham	Megan	Griffin
Membership	Jeanne	Davidson	Mary Jane	Petrowski
New Roles and Changing Landscapes Committee	Jeanne	Davidson	Erin	Nevius
Section Membership Subcommittee	Jeanne	Davidson	Mary Jane	Petrowski
Women and Gender Studies Section (WGSS)	Jeanne	Davidson	Megan	Griffin
Appointments - President Elect	Julie	Garrison	Allison	Payne
Leadership Recruitment and Nomination Committee - Vice-President	Julie	Garrison	Megan	Griffin
President's Program 2022	Julie	Garrison	Megan	Griffin
Professional Development - President Elect	Julie	Garrison	Margot	Conahan
ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension	Cinthyia	Ippoliti	Megan	Griffin
College Libraries Section (CLS)	Cinthyia	Ippoliti	Megan	Griffin
Distance Learning Section (DLS)	Cinthyia	Ippoliti	Megan	Griffin
Research and Scholarly Environment	Cinthyia	Ippoliti	Erin	Nevius
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board	Kelly	Jacobsma	Mary Jane	Petrowski
Anthropology and Sociology Section (ANSS)	Kelly	Jacobsma	Megan	Griffin
Community and Junior College Libraries Section (CJCLS)	Kelly	Jacobsma	Megan	Griffin
Liaisons Assembly	Kelly	Jacobsma	Kara Allison	Malenfant Payne
Rare Books and Manuscripts Section (RBMS)	Kelly	Jacobsma	Megan	Griffin
Academic Library Trends and Statistics Survey -Past President	Karen	Munro	Mary Jane	Petrowski
C&RL - Past President	Karen	Munro	Dawn	Mueller
C&RL News - Past President	Karen	Munro	David	Free
CHOICE - Past President	Karen	Munro	Mark	Cummings
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Karen	Munro	Chase	Ollis
New Publications Advisory-Past President	Karen	Munro	Erin	Nevius
Project Outcome for Academic Libraries Editorial Board - Past-President	Karen	Munro	Sara	Goek

**Board Liaisons - Sorted by Board Liaison****ACRL MW21 FYI-5**

<b>Membership Group</b>	<b>First Name</b>	<b>Last Name</b>	<b>Staff Liaison First Name</b>	<b>Staff Liaison Last Name</b>
Publications Coordinating-Past President	Karen	Munro	David	Free
Publications in Librarianship-Past President	Karen	Munro	Erin	Nevius
RBM -Past President	Karen	Munro	Kara	Malenfant
Resources for College Libraries -Past President	Karen	Munro	Mark	Cummings

# Board Liaisons - Sorted by Group

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Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Faye	Chadwell	David	Connolly
Academic Librarians Standards and Guidelines Review Task Force	Faye	Chadwell	David	Free
Academic Library Trends and Statistics Survey -Past President	Karen	Munro	Mary Jane	Petrowski
Academic/Research Librarian of the Year Award-President	Jon	Cawthorne	Chase	Ollis
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board	Kelly	Jacobsma	Mary Jane	Petrowski
ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and	Cinthyia	Ippoliti	Megan	Griffin
ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to	Kim	Copenhaver	David	Free
Anthropology and Sociology Section (ANSS)	Kelly	Jacobsma	Megan	Griffin
Appointments - President Elect	Julie	Garrison	Allison	Payne
Arts Section	Faye	Chadwell	Megan	Griffin
Budget & Finance - B&F Chair	Carolyn Henderson	Allen	Allison	Payne
C&RL - Past President	Karen	Munro	Dawn	Mueller
C&RL News - Past President	Karen	Munro	David	Free
Chapters Council - President	Jon	Cawthorne	Megan	Griffin
CHOICE - Past President	Karen	Munro	Mark	Cummings
College Libraries Section (CLS)	Cinthyia	Ippoliti	Megan	Griffin
Community and Junior College Libraries Section (CJCLS)	Kelly	Jacobsma	Megan	Griffin
Digital Scholarship Section (DSS)	Faye	Chadwell	Megan	Griffin
Distance Learning Section (DLS)	Cinthyia	Ippoliti	Megan	Griffin
Diversity Alliance Task Force	April	Cunningham	Kara	Malenfant
Education and Behavioral Sciences Section (EBSS)	April	Cunningham	Megan	Griffin
Equity, Diversity and Inclusion	Faye	Chadwell	Allison	Payne
European Studies Section (ESS)	April	Cunningham	Megan	Griffin
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Karen	Munro	Chase	Ollis
External Liaisons Committee	Jessica	Brangiel	Kara Allison	Malenfant Payne
Government Relations	Jacquelyn	Bryant	Kara	Malenfant



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Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Immersion Program	Jessica	Brangiel	Margot	Conahan
Information Literacy Frameworks and Standards	Toni	Anaya	Mary Jane	Petrowski
Instruction Section (IS)	Jessica	Brangiel	Megan	Griffin
Leadership Recruitment and Nomination Committee - Vice-President	Julie	Garrison	Megan	Griffin
Liaisons Assembly	Kelly	Jacobsma	Kara Allison	Malenfant Payne
Literatures in English Section (LES)	Kim	Copenhaver	Megan	Griffin
Membership	Jeanne	Davidson	Mary Jane	Petrowski
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski
New Publications Advisory-Past President	Karen	Munro	Erin	Nevius
New Roles and Changing Landscapes Committee	Jeanne	Davidson	Erin	Nevius
Politics, Policy and International Relations Section (PPIRS)	Kim	Copenhaver	Megan	Griffin
President's Program 2021	Jon	Cawthorne	Megan	Griffin
President's Program 2022	Julie	Garrison	Megan	Griffin
Professional Development - President Elect	Julie	Garrison	Margot	Conahan
Professional Values	Jacquelyn	Bryant	David	Free
Project Outcome for Academic Libraries Editorial Board - Past-President	Karen	Munro	Sara	Goek
Publications Coordinating-Past President	Karen	Munro	David	Free
Publications in Librarianship-Past President	Karen	Munro	Erin	Nevius
Rare Books and Manuscripts Section (RBMS)	Kelly	Jacobsma	Megan	Griffin
RBM -Past President	Karen	Munro	Kara	Malenfant
Research and Scholarly Environment	Cinthya	Ippoliti	Erin	Nevius
Research Planning and Review	Toni	Anaya	Mary Jane	Petrowski
Resources for College Libraries -Past President	Karen	Munro	Mark	Cummings
Science and Technology Section (STS)	Kim	Copenhaver	Megan	Griffin
Section Membership Subcommittee	Jeanne	Davidson	Mary Jane	Petrowski
Standards	April	Cunningham	David	Free
Student Learning and Information Literacy	Toni	Anaya	Mary Jane	Petrowski
University Libraries Section (ULS)	April	Cunningham	Megan	Griffin

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Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Value of Academic Libraries	Jessica	Brangiel	Sara	Goek
Women and Gender Studies Section (WGSS)	Jeanne	Davidson	Megan	Griffin