

ACRL Virtual Board Update Information Session

Wednesday, January 15, 2020, 1:00 – 3:00 p.m. central

[Zoom](#)

Time	Agenda Item
1:00–1:05 p.m.	1.0 Welcome and Introductions (Munro)
1:05–1:50 p.m.	2.0 Board Engagement with Strategic Goal-area & EDI Committees (Munro) #3.0, #3.1 The goal-area committee chairs and vice-chairs will engage the Board in a discussion on the challenges and opportunities around their strategic goal area and the Board will have the opportunity to ask questions about the committee's mid-year reports.
1:05–1:20 p.m.	<ul style="list-style-type: none"> Value of Academic Libraries Committee (Amanda L. Folk) #7.0, #7.1 New Roles and Changing Landscapes Committee (Jolie O. Graybill, Erin T. Smith) #4.0, #4.1 Equity, Diversity and Inclusion Committee (Derrick Jefferson, Mary Beth Lock) #15.0
1:20–1:35 p.m.	
1:35–1:50 p.m.	
1:50–2:00 p.m.	3.0 RoadShows (Davis) FYI-12 The Board will review RoadShow processes, consistencies, and role of oversight committees.
2:00–2:05 p.m.	4.0 ALA Updates (Davis) #13.0 The Board will receive an update on the sale of ALA Headquarters and the ALA Executive Director search.
2:05–2:20 p.m.	5.0 Steering Committee on Organizational Effectiveness (Munro/Daly) #11.0, #18.0, #18.1, #18.2, #21.0, #22.0, #23.0 The Board will receive an update from the SCOE Communications Board Working Group and discuss next steps. The Board will consider if it should make a statement to the ALA Executive Board, if it would like to include other ALA Units, and if so when to make the statement.
2:20–2:45 p.m.	6.0 Board Liaison Updates (Munro) FYI-6, FYI-7 The Board will give updates and discuss their Board liaison committee and section activities. The Board will also review talking points and prepare for virtual/face-to-face committee and section meetings.
2:45–2:55 p.m.	7.0 Preparing for Leadership Council (Munro) FYI-11 The Board will review the agenda for the Virtual Leadership Council and will prepare for the meeting. Questions? Issues to consider?
2:55–3:00 p.m.	8.0 Annual Conference schedule (Munro) #14.0 Would the Board like to continue to have dinner together and if so, should the dinner be held Friday rather than Thursday evening at AC?
3:00 p.m.	9.0 Adjournment (Munro)



Association of College and Research Libraries
Board of Directors Meeting I
 ALA Midwinter Meeting
 Friday, January 24, 2020
 1:00–4:00 p.m.
 Loews Philadelphia, 1200 Market Street, Howe Meeting Room (33rd Floor)

Wi-Fi Network: Loews_Conference; Password: alaphilly2020

Board I Agenda

Time	Item (Document number follows topic description)
1:00–1:01 p.m.	1.0 Call to order (Munro)
1:01–1:05 p.m.	2.0 Opening remarks (Munro)
1:05–1:06 p.m.	3.0 Adoption of the Agenda (Munro)
Action	
1:06–1:10 p.m.	4.0 Report Out from Virtual Board Update (Munro)
Information	The Board will receive a brief report out on the goal-area committee update(s) from the January 15, 2020, informal Virtual Board Update Meeting, so that updates from the goal-area committees can be included in the proceedings of the MW Meeting.
	4.1 Value of Academic Libraries Committee (Daly) #7.0, #7.1
	4.2 New Roles and Changing Landscapes Committee (Davidson) #4.0, #4.1
	4.3 Equity, Diversity and Inclusion Committee (Chadwell)
1:10–1:11 p.m.	5.0 Consent Agenda (Munro)
Action	[In order to allocate more Board time to the matters of highest priority, it is recommended that we develop a consent agenda for more routine matters on which there is little perceived need for debate or on which more meaningful debate will take place in other forums and need not be repeated in the Board's discussions. We will act on these items as a group. Any item may be removed from the consent agenda if any member of the Board of Directors requests separate consideration of the item. Any separate agenda item can be suggested for inclusion in the consent agenda.]

Time	Item (Document number follows topic description)
	The following items are placed on the consent agenda:
	Confirmation of Virtual Votes #2.0
	5.1 Confirmation of virtual vote on 2019 Annual Conference Proceedings
	5.2 Confirmation of virtual vote on 2019 Fall Board proceedings
	5.3 Confirmation of Fall Board 2019 vote at their Virtual Meeting (FY21 Budget Assumptions, Board Ground Rules, Disband Continuing Education/Professional Development Discussion Group, Disband New Members Discussion Group, Dissolve Western New York/Ontario Chapter, DLS Name Change, Plan for Excellence Revision, Protocols for Native American Materials)
	Approval of:
	5.4 ACRL-RBMS/SAA Guidelines on Access to Research Materials #2.1, #2.1a, #2.1b
	5.5 Language and Linguistics Discussion Group #2.2, #2.2a, #2.2b
	5.6 ACRL 2021 Conference Fundraising Campaign Goal #2.3
	5.7 Memorial Resolution Honoring Jennifer Ford Paustenbaugh #2.4
1:11–1:20 p.m. <i>Information</i>	6.0 Reports
	6.1 President’s Report (Munro) #1.1
	6.2 Vice-President’s Report (Cawthorne) #1.2
	6.3 Past-President’s Report (Pressley) #1.3
	6.4 Councilor’s Report (Bryant) #1.4
	6.5 Executive Director’s Plan for Excellence Activities Report (Davis) #1.5, #1.6
1:20–2:20 p.m.	7.0 Equity, Diversity and Inclusion (Munro) #16.0
	7.1 EDI Communications Plan Working Group (Munro, Allen, Cawthorne, Cunningham) #11.0
	7.2 EDI Initiatives (Munro) #15.0, #25.0, #30.0
	The Board will review list of possible EDI initiatives that were brainstormed during the Board’s strategic planning session, and consider whether there are some that ACRL should undertake.
2:20–2:50 p.m.	8.0 Diversity Alliance Task Force report (Cawthorne) #19.0 The ACRL Vice-President will share a draft report from the Diversity Alliance Task Force reviewing accomplishments and suggesting next steps for the Alliance. The Board’s feedback is sought to ensure the DA is appropriately positioned and resourced within ACRL.

Time	Item (Document number follows topic description)
2:50–3:05 p.m.	9.0 Project Outcome for Academic Libraries Editorial Board (Pressley/Goek) The Board will receive an update on Project Outcome for Academic Libraries (POAL).
3:05–3:43 p.m.	10.0 ACRL Board Strategic Planning #20.0 The Board will consider the role of the strategic planning and orientation session (SPOS), within the context of the many changes taking place at ALA, whether SPOS should continue, have shorter length, who should be invited, possible outcomes, etc. A brief history of SPOS will also be provided.
3:43–3:53 p.m.	11.0 Executive Session
3:53–4:00	12.0 ALA Candidates: 2021-22 Presidency The Board will hear from the candidates for the ALA election. <ul style="list-style-type: none"> • Patricia "Patty" M. Wong • Steven Yates
4:00 p.m.	13.0 Adjournment (Munro)
Action	

Upcoming

- **Board of Directors/Budget & Finance Joint Meeting (ACRL):** Saturday, January 25, 9:00 AM - 11:00 AM; Location: Loews Philadelphia, Regency B
- **Board of Directors II: Part 1 of 2 (ACRL):** Saturday, January 25, 11:00 AM - 12:00 PM; Location: Loews Philadelphia, Howe
- **Board of Directors II: Part 2 of 2 (ACRL):** Saturday, January 25, 3:30 PM - 5:30 PM; Location: Loews Philadelphia, Howe

ACRL Board Ground Rules

Approved Fall Board Meeting, November 18, 2019.

1. Accept mutual responsibility for quality of meeting and assess effectiveness.
2. Be present, attentive, engaged and prepared. Avoid side conversations.
3. Lean into discomfort; discuss the undiscussable issues
4. Speak up if you have a question or to test assumptions.
5. Listen with care for the individual and differ respectfully.
6. Signal conclusion, identify next steps, and make clear assignments.
7. Assume positive intent/give benefit of doubt.
8. Enjoy yourself.

Make knowledge-based decisions using these four questions:

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision?*
 2. What do we know about the current realities and evolving dynamics of our members' marketplace/industry/profession that is relevant to this decision?*
 3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?*
 4. What are the ethical implications of this decision?
- *What do you wish that you knew, but don't?

ACRL Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

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

1. Purpose

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

2. Guidelines

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

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

3. Responsibilities

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

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

Association of College and Research Libraries
Board of Directors Meeting II
ALA Midwinter Meeting
Saturday, January 25, 2020
Part I: 11:00 a.m. – noon; Part II: 3:30 – 5:30 p.m.
Loews Philadelphia, 1200 Market Street, Howe Meeting Room (33rd Floor)

Wi-Fi Network: Loews_Conference; Password: alaphilly2020

Board II Agenda

Time	Item (Document number follows topic description)
11:00–11:01 a.m.	13.0 Call to order (Munro)
11:01–11:05 a.m.	14.0 Opening remarks (Munro)
11:05–11:06 a.m.	15.0 Adoption of the Agenda (Munro)
Action	
11:06–11:20 a.m.	16.0 Board Engagement with Strategic Goal-area Committees (Munro) #3.0, #3.1
Information	The goal-area committee chairs and vice-chairs will engage the Board in a discussion on the challenges and opportunities around their strategic goal area and the Board will have the opportunity to ask questions about the committee's mid-year reports.
	16.1 Research and Scholarly Environment (Nathan Frank Hall, Charlotte Roh) #4.0, #4.1
11:20–11:40 a.m.	17.0 Budget and Finance Committee (Allen)
	The Board will review the FY20 1 st quarter report. The Board will discuss the ACRL FY21 preliminary budget to ensure that ACRL's resources are strategically and sustainably allocated and provide feedback to the ACRL Budget & Finance Committee and staff, as they finalize the FY21 budget proposal.
Information (3 min)	17.1 FY20 first-quarter report #9.0, #9.1, #9.2

Time	Item (Document number follows topic description)
Information (3 min)	17.2 Brief report out of Joint Board/B&F meeting
Information (3 min)	17.3 FY21 Draft Budget #10.0, #10.1, #10.2 The Board will review changes to the Budget Assumptions since the 2019 Fall Meeting,
Discussion (11 min)	17.4 Strategic Priorities #3.0, #10.0, #15.0, #18.2, #26.0, #27.0, #28.0 The Board will continue any discussions begun at the joint meeting with the Budget & Finance Committee to consider appropriate investments in strategic priorities, enabling programs and services, and the net asset balance it wants to have at the end of FY21. The Board should also consider ways to prioritize funding its programs and services if there are not enough resources to fully support current and new initiatives.
11:40–11:50 a.m. Information	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.
11:50 a.m.–3:30 p.m.	Recess/No Conflict Time
Noon—1:00 p.m.	Optional attendance at SCOE Update session focusing on divisions: <ul style="list-style-type: none"> • Steering Committee on Organizational Effectiveness: Forward Together & Division Discussion, 12:00 PM - 1:00 PM Pennsylvania Convention Center, Room 112-AB
3:30 p.m.	Resume
3:30–3:45 p.m. Information	19.0 Board Engagement with Strategic Goal-area Committees (Munro) #3.0 The goal-area committee chairs and vice-chairs will engage the Board in a discussion on the challenges and opportunities around their strategic goal area and the Board will have the opportunity to ask questions about the committee’s mid-year reports. 19.1 Student Learning and Information Literacy (Nicole Brown) #6.0, #6.1

Time	Item (Document number follows topic description)
3:45–3:55 p.m. Information	20.0 Committee on Legislation (Aimee Quinn) FYI-9 The Board will receive an update on legislative activities from Committee on Legislation (COL).
3:55–4:25 p.m.	21.0 Membership Dues (Davis)
Discussion/Action	21.1 Discounted Student Dues Rate #17.0, #17.1, #17.2 The Board will receive an update on the \$5 student dues program and consider whether to continue in FY21.
Discussion/Action	21.2 FY21 Dues Increase #12.0, #24.0, #31.0 The Board will discuss and take action on a proposed dues increase for FY21.
4:25–4:55 p.m.	22.0 New Business (Munro) <ul style="list-style-type: none"> • SCOE Divisions Forum Debrief #18.0, #18.2
4:55–5:00 p.m. Information	23.0 Board Meeting Evaluation (Munro) The Board will be reminded to complete the online evaluation following the meeting. https://www.surveymonkey.com/r/MW20Board
5:00–5:30 p.m.	24.0 Open Mic (Munro)
5:30 p.m. Action	25.0 Adjournment (Munro)

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Midwinter Meeting 2020 Document Inventory

Purple = New Documents

Red = Pending

Black = Included in Packet

Doc #	Document
Doc 1.1	President's Report
Doc 1.2	President-Elect's Report
Doc 1.3	Past-President's Report
Doc 1.4	Councilor's Report
Doc 1.5	Executive Director's Plan for Excellence Activities Report (PEAR)
Doc 1.6	Enabling Programs and Services: Key Performance Indicators (KPIs)
Doc 2.0	Board action form: Confirmation of virtual actions taken between ALA Annual Conference 2019 to ALA Midwinter Meeting 2020
Doc 2.1	Board action form: ACRL-RBMS/SAA Guidelines on Access to Research Materials in Archives and Special Collections Libraries
Doc 2.1a	ACRL-RBMS/SAA Guidelines on Access to Research Materials in Archives and Special Collections Libraries
Doc 2.1b	Transmittal for ACRL-RBMS/SAA Guidelines on Access to Research Materials in Archives and Special Collections Libraries
Doc 2.2	Board action form: Language and Linguistics Discussion Group
Doc 2.2a	Petition: Language and Linguistics Division-level Discussion Group
Doc 2.2b	Acceptances: Language and Linguistics Division-level Discussion Group
Doc 2.3	Board action form: ACRL 2021 Conference Scholarship Campaign Goal
Doc 2.4	Memorial Resolution Honoring Jennifer Ford Paustenbaugh
Doc 3.0	ACRL Plan for Excellence
Doc 3.1	ACRL Strategic Initiative Planning at a Glance
Doc 4.0	New Roles and Changing Landscapes Midwinter Report 2020
Doc 4.1	New Roles and Changing Landscapes Report & Work Plan
Doc 5.0	Research and Scholarly Environment Committee Midwinter Report 2020
Doc 5.1	Research and Scholarly Environment Committee Report & Work Plan
Doc 6.0	Student Learning and Information Literacy Committee Midwinter Report 2020
Doc 6.1	Student Learning and Information Literacy Committee Report & Work Plan
Doc 7.0	Value of Academic Libraries Committee Midwinter Report 2020
Doc 7.1	Value of Academic Libraries Committee Report & Work Plan
Doc 8.0	ACRL FY19 Financial Annual Report
Doc 9.0	FY20 1 st Quarter Budget Report Cover Memo
Doc 9.1	FY20 1 st Quarter Budget Report Updated
Doc 9.2	Dashboard Metrics
Doc 10.0	ACRL and CHOICE FY21 Budget Assumptions
Doc 10.1	ACRL and CHOICE FY21 Preliminary Budget Overview
Doc 10.2	ACRL FY21 Preliminary Budget Executive Summary
Doc 11.0	ACRL Board Working Group Status Chart

Doc #	Document
Doc 12.0	HEPI Overview Increase Projection
Doc 13.0	ALA Headquarters Press Release
Doc 14.0	AC19 Schedule Directors at Large
Doc 15.0	Potential EDI Initiatives for ACRL
Doc 16.0	Link to <i>The Chronicle's</i> article, "Why Diversity Initiatives Fail
Doc 17.0	Board discussion form: Student Dues
Doc 17.1	Student Dues Analysis
Doc 17.2	Appendix A: ACRL Student Membership Promotion Research
Doc 18.0	Steering Committee on Organizational Effectiveness (SCOE) Forward Together Report
Doc 18.1	SCOE ALA Connect Post: Introducing Forward Together
Doc 18.2	PLA-ACRL Response to SCOE recommendations
Doc 19.0	Diversity Alliance Task Force Report
Doc 20.0	SPOS Agendas: 2017-2019
Doc 21.0	ALA Bylaws: Article VI. Divisions
Doc 22.0	SCOE Forward Together Website
Doc 23.0	ALA Committee on Accreditation (COA) SCOE Response
Doc 24.0	Board action form: FY21 Dues
Doc 25.0	ACRL Equity, Diversity and Inclusion (EDI) Initiatives
Doc 26.0	ACRL Net Asset Balance Brainstorming
Doc 27.0	Net Asset Projection Chart
Doc 28.0	ALA Short-term Investments
Doc 29.0	Project Outcome Report
Doc 30.0	STS EDI Report
Doc 31.0	ALA Membership Report

FYI Documents	
FYI-1	Task Force Status Chart
FYI-2	MW20 Division-level Committee Meeting Agendas
FYI-3	Division-level Committee Virtual Meeting Minutes
FYI-5	ACRL FY20 Q1 Development Report
FYI-6	Board Liaison Assignments 2019–20 sorted by Board liaison
FYI-7	Board Liaison Assignments 2019–20 sorted by Membership Group
FYI-9	ALA Committee on Legislation - Legislative Agenda
FYI-10	ALA Executive Board Agenda
FYI-11	MW20 Leadership Council agenda
FYI-12	MW20 Board Talking Points
FYI-14	ACRL Board Schedule MW2020

Association of College & Research Libraries
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ACRL Officer Report

Position: President

Name: Karen Munro

Report period: Nov 2019 – Jan 2020

Date submitted: Jan 2020

Strategic priority activities

- Convened EDI Communications committee to discuss communicating ACRL EDI work to the membership, post-SPOS 2019
- Participated in SCOE Communications Working Group to plan message to ALA Executive Board about SCOE next steps
- Approved ACRL sponsorship of Digital Humanities Summer Institute for ACRL member participation.

Ambassador activities

- Thank-you notes for ACRL donors
- Attended CNI Fall Membership Meeting Dec 2019

Association service

- Participated in Presidents' and ED weekly meetings
- Convened 2019 SPOS and Fall Board meetings
- Participated in ACRL Membership Committee's Get Involved! webinar for new volunteers. https://www.youtube.com/watch?v=_5WBn6NdNMg

Press coverage

- *EdSurge* interview on library services to distance learning:
<https://www.edsurge.com/news/2019-11-14-creating-libraries-for-online-students-is-harder-than-you-think>

Upcoming scheduled activities

- ALA Midwinter Meeting, Philadelphia, January 24-27 2020
- CNI Spring Membership Meeting, San Diego, March 30-31 2020
- Montana Library Association Conference, April 2 2020
- ARL Spring Membership Meeting, Albuquerque, May 12-14 2020
- ALA Annual Conference, Chicago, June 25-30 2020

This page included to accommodate double-sided printing.

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ACRL Officer Report

Position: Past President

Name: Lauren Pressley

Report period: November 2019 – January 2020

Date submitted: January 2020

Strategic priority activities

- Approved ACRL sponsorship of Digital Humanities Summer Institute for ACRL member participation.

Ambassador activities

- Thank you calls to donors.

Association service

- Participated in Presidents' and ED weekly meetings
- Participated in 2019 SPOS and Fall Board meetings

Upcoming scheduled activities

- ALA Midwinter Meeting; Philadelphia; January 24-27, 2020
- Washington Library Association Academic Library Conference; Ellensburg, WA; March 30, 2020
- Wisconsin Association of Academic Librarians; Brookfield, WI; April 16-17, 2020
- ALA Annual Conference; Chicago; June 25-30, 2020

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ACRL Officer Report

Position: ACRL Division Councilor

Name: Jacquelyn A. Bryant

Report period: November 2019 - January 2020

Date submitted: January 10, 2020

Strategic priority activities

- Member, ACRL Leadership Welcome Breakfast Work Group for ALA MW 2020

Ambassador activities

- Attended Government Relations Virtual Meeting, December 3, January 10
- Maintain correspondence with Professional Values Committee Chair

Association service

- Reviewed Interpretations of the Library Bill of Rights adopted/amended by ALA Council at ALA AC 2019 for issues of potential interest to academic libraries, which include but are not limited to the following:
 - [Access to Digital Resources and Services](#), [Diverse Collections](#), [Privacy](#), and [Education and Information Literacy](#)
 - Additionally, the ALA Council Fines Work Group presented its final report in September, entitled "[Eliminating Library Fines as a form of Social Equity](#)"
- Made four thank you calls to ACRL members to acknowledge their 2019 donations to ACRL/ACRL Conference Scholarship Fund
- Member, ACRL Excellence in Academic Libraries Committee

Upcoming scheduled activities

- Government Relations Committee Virtual Meeting, January 10, 2020
- Professional Values Committee Virtual Meeting, January 13, 2020, 12 Noon EST
- ACRL Excellence in Academic Libraries Committee Virtual Meeting, January 13, 2020, 1:00 p.m. EST
- ACRL Virtual Board Update, January 15, 2020, 2:00 p.m. EST

ACRL MW20 Doc 1.4

- ACRL Virtual Leadership Council, January 16, 2020, 3:00-4:30 p.m. EST
- ALA MW, January 24-28, 2020, Philadelphia, PA

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Plan for Excellence Quarterly Activity Report (PEAR) Report Period: November 1, 2019 – January 3, 2020

This is the first-quarter report of a cumulative report for FY2020. Data format:

- New entries are in regular font.
- Previously reported entries are in *italic*.

Strategic Goal Areas

Value of Academic Libraries

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

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

- The VAL committee is assessing the research grant program. Recipients of 2019 grants submitted interim reports.
- Editors are making good progress on the special issue of *College & Research Libraries*, for April 2020 publication, around new research on the impact of academic libraries on student learning and success in higher education. In particular, research articles were sought that advance the six priority areas established in ACRL's 2017 report, *Academic Library Impact: Improving Practice and Essential Areas to Research*.
- The VAL committee has decided to discontinue supporting the visualization component created by OCLC to accompany the 2017 report *Academic Library Impact: Improving Practice and Essential Areas to Research*. Usage is low and it requires substantial effort to keep up to date with relevant literature. There will be a notice placed on the dashboard landing page about the sunset date of May 1, 2020.

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

- The VAL committee is assessing the travel scholarship program.
- On Nov 12, ACRL announced 4 recipients of its fourth round of Value of Academic Libraries Travel Scholarships, up to \$2,000 each, which support librarians presenting on their work demonstrating the

impact of academic libraries in the broader landscape of higher education. These travel scholarships take up a recommendation from the 2017 ACRL report *Academic Library Impact: Improving Practice and Essential Areas to Research* that academic librarians effectively communicate their contributions to institutional stakeholders and the higher education community. New in 2019-2020, proposals can be related to any of ACRL's four strategic goal areas or the Core Commitment to Equity, Diversity, and Inclusion, as articulated in the ACRL Plan for Excellence. The recipients are:

- Elizabeth Cheney (California State University-Northridge) for a presentation titled "Affordable Learning Solutions for Student Success at CSUN" at 2020 Alliance of Hispanic Serving Institution Educators.
- Erin Durham (University of Maryland Baltimore County) for a presentation titled "Mission Not-Impossible – Open Educational Resources and Accessibility – Two Roadmaps for Strategic Collaboration to Support the Institutional Mission/Vision" at Online Learning Consortium: Accelerate.
- Samantha Kennedy (Rowan University) for a workshop titled "Open Educational Resources Boot Camp: How to Leverage Interdisciplinary Connections to Create More Affordable, Inclusive Classroom Resources" at Conference on College Composition and Communication Annual Convention.
- Pamela Mann (St. Mary's College of Maryland) for a workshop titled "Community Based Spanish and Critical Information Literacy" at AACU: Global Citizenship for Campus, Community and Careers: Crossing Borders and Boundaries.

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

- Project Outcome for Academic Libraries has 2373 users as of 12/18/19. 387 academic libraries have created surveys and collected 25,315 responses. The editorial board drafted new talking points to respond to user questions and is currently working to develop new case studies. (On outreach efforts, see the Education section below.)
- A VAL subcommittee has been meeting to begin work on a LibGuide toolkit on data analytics and privacy.

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

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

Student Learning

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

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

- The “Perspectives on the Framework” column of *C&RL News* published “The long conversation: Reflections on science librarianship” by Robin Ford (Dec. 2019). *C&RL News* also published “Instruction librarians and instructional designers: A natural collaboration” (Catherine Tingelstad and Heather McCullough); and “Rethinking CRAAP: Getting students thinking like fact-checkers in evaluating web sources” (Jennifer A. Fielding).
- The ACRL Framework Sandbox received 33,879 total page views from September 1, 2019 – January 1, 2020. The Sandbox now provides access to 207 resources. Nine resources were added since September 1, 2019 and 31 new contributor accounts were added during the same time period. The top 3 most popular resources to date (based on download counts) include: (1) Research Question Generator (downloaded 4,728 times); (2) The Blueprint for Hip Hop Information Literacy (downloaded 3,887 times); (3) Ethical Use of Information in Presentations (downloaded 2,634 times).
- *C&RL* published one in this area including: “Affective Aspects of Instruction Librarians’ Decisions to Adopt New Teaching Practices: Laying the Groundwork for Incremental Change.”
- ACRL published *The Sustainable Library’s Cookbook*; *Supporting Today’s Students in the Library: Strategies for Retaining and Graduating International, Transfer, First-Generation, and Re-Entry Students*; and *Building Teaching and Learning Communities: Creating Shared Meaning and Purpose*.

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

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Research and Scholarly Environment

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

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

-

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

- ACRL continues to subsidize the scholarly communication RoadShow to up to 5 hosts selected on a competitive basis. The selected hosts for 2020 are:
 - California State University, Sacramento
 - Central Washington University
 - St Cloud State University
 - University of Iowa

- University of Memphis

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

- ACRL and SPARC will once again offer their popular scholarly communication forum at the ALA Midwinter Meeting in Philadelphia.
- On Dec 6, ACRL announced the 7 recipients of its first Scholarly Communications Research Grants, up to \$5,000 each, that contribute to more inclusive systems of scholarly communications in areas suggested by the 2019 report *Open and Equitable Scholarly Communications: Creating a More Inclusive Future*. The grant recipients are:
 - Tatiana Bryant (Adelphi University) and Camille Thomas (Florida State University) for a project titled “Attitudes Towards Open Access Publishing Amongst Faculty of Color”
 - Jennifer Chan (University of California, Los Angeles) and Juleah Swanson (University of Colorado Boulder) for a project titled “SCORE Analysis: Leveraging Institutional Data to Bring Balance Back into the Scholarly Landscape”
 - Amanda Makula and Laura Turner (University of San Diego) for a project titled “Collaborative Collection Development: Inviting Community-Owned Public Scholarship into the Academic Library”
 - Gemmicka Piper (Indiana University–Purdue University Indianapolis) for a project titled “Barriers to Minority Faculty Open Knowledge Production”
 - Mantra Roy (San Jose State University) for a project titled “Global South Speaks: A Librarianship Perspective”
 - Teresa Schultz and Elena Azadbakht (University of Nevada, Reno) for a project titled “Accessible Open Educational Resources Project”
 - Carolyn Sheffield, Michelle Flinchbaugh (University of Maryland, Baltimore County), Carolyn Cox (University of Baltimore), Adam Zukowski (Towson University), Robin Sinn, Caitlin Carter (Johns Hopkins University), Katherine Pitcher (St. Mary’s College), Trevor Muñoz, and Terry Owens (University of Maryland, College Park) for a project titled “A Roadmap to the Future of Promotion & Tenure”

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

- ReSEC lead the drafting of ACRL comments on the NIH Policy for Data Management and Sharing and Supplemental DRAFT Guidance.

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.

- One of the six subgroups working on NRCL’s diversity pipeline project, the First Job team, is developing a model onboarding system for new employees based on organizational socialization.

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

- After an open and competitive call for curriculum designers/presenters, application review, and interviews, four designers/presenters were chosen by NRCL to design and deliver the new Open Educational Resources (OER) RoadShow:
 - Heather Blicher, E-Learning Librarian and Assistant Professor, Southern New Hampshire University
 - Kathy Essmiller, OER Librarian and Library Liaison to Music and Theatre Departments, Oklahoma State University
 - Michelle Reed, Director of Open Educational Resources, University of Texas at Arlington (interim OER RoadShow presenter/coordinator)
 - Ariana E. Santiago, Open Educational Resources Coordinator, University of Houston

With the guidance of NRCL's OER subgroup, work has begun on the curriculum design and the RoadShow is expected to launch in summer 2020. The RoadShow will be piloted in Chicago at ALA Annual 2020.

- After an open and competitive call for curriculum designers, NRCL's change course subgroup interviewed and chose the team of Dani Brecher Cook, Cinthya Ippoliti, and Brianna Marshall to plan and develop an asynchronous online learning course on change management that includes self-guided, self-paced readings and activities, as well as activities and exercises to be completed as a team. The curriculum designers submitted the draft curriculum for review in December 2019, and the change course subgroup is reviewing through January. The change course is scheduled to debut in spring 2020 and will be freely available from the ACRL website.

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

- NRCL is exploring ways that ACRL could support initiatives in equity, diversity, and inclusion through the lens of the evolving roles and the changing world in academic libraries using a diversity pipeline. Six points of entry into the profession and/or pain points have been identified—Pre-MLIS, MLIS, Non-MLIS, First Job, Retention, and Advancement—and the committee has divided into six teams to explore each area and determine concrete implementation ideas.

Core Commitment to Equity, Diversity and Inclusion (EDI)

- ACRL has modified the 2020 online volunteer form to clarify the gender and racial identity questions.
- The ACRL Membership Committee sponsored a webcast, "Get Involved: Everything You Need to Know About Volunteering for an ACRL Committee" (Dec. 10, 2019) which included an appeal from ACRL President Karen Munro to complete the EDI section of the online volunteer form.
- The ACRL Information Literacy Framework and Standards Committee has revised the tip sheet and checklist for groups developing companion documents to include a recommendation to incorporate EDI as a key component in the development of information literacy documents in the disciplines.
- The ACRL Diversity Alliance continues for its fourth year, and ACRL promoted the program in December 2019 for 2020 renewals and new memberships. The Diversity Alliance Task Force, which oversees the

DA program, has terms that end in June 2020. It is expected that the Board will review a request for next steps from the task force and the EDI Committee in Spring 2020.

- The Instruction Section's (IS) [Diversity & Inclusion Task Force](#) has produced a survey to identify needed diversity & inclusion resources related to information literacy and instruction, and gather recommendations for the future of the Instruction Section regarding supporting diversity and inclusion within instruction programs, as well as making the Instruction Section more inclusive and diverse.
- A joint task force of ACRL, the Public Library Association (PLA), the ALA Office for Diversity, Literacy and Outreach Services (ODLOS), and the Association of Research Libraries (ARL) members was appointed in December to develop a "Framework for Cultural Proficiencies in Racial Equity." The goal is for the framework to serve as a foundational resource to help public and academic libraries build inclusive cultures, within libraries and their broader communities, through guidelines on the development and implementation of organizational policies and professional practices that support diverse libraries with a diverse workforce. The ambitious project has a deadline of June 2020 (as it was anticipated that appointments could be completed in October), so it would not be surprising if more time is needed.
- ACRL 2021 Call for Proposals includes a new statement on Equity, Diversity and Inclusion that reads as follows, "ACRL strives to develop an inclusive conference program that will reflect the library community's diverse range of race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or ability. We also seek presenters and topics from all types of libraries, positions, and experiences, including nonlibrary faculty, staff, and administrators. Individuals are encouraged to address how their proposed sessions and their personal and professional experiences will advance these goals and will promote equity and inclusion."
- ACRL 2021 Scholarship applications and RBMS Conference Scholarship application criteria have been widened to include non-members as eligible to apply for scholarship.

Enabling programs and services activities

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

Advocacy

Strengthening partnerships with other organizations

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

- Associate Director Petrowski represents ACRL on the NISO Z39.7 Standing Committee and attends the monthly conference calls.

Education

Leadership Institutes

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

Immersion Institutes

- The 2020 Immersion Program will be held at Loyola University in Chicago, August 2-7, 2020. Registration and scholarship materials will be available in January 2020.
- Plans are underway to offer a regional Immersion Program at UCLA in late March 2020. Exact dates will be confirmed by mid-January.

Licensed Workshops

- As of January 3, 2020, 7 licensed workshops (RoadShows) have been delivered in FY20, 7 additional workshops have been scheduled for FY20, not including the five annual subsidized Scholarly Communication workshops. The full breakdown of completed and forthcoming workshop deliveries for FY20 is in the table below:

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

- The Intersections RoadShow will be sunsetted as of winter 2020 after delivering its final workshop.
- ACRL will be adding two new RoadShow workshops to its slate of offerings in 2020. A RoadShow focused on Open Educational Resources & Affordability is currently in development, with an anticipated completion date of May 2020; this workshop will be overseen by ACRL's New Roles and Changing Landscapes Committee. A team has also been identified to begin developing a workshop curriculum for a RoadShow covering the Scholarship of Teaching and Learning. Curriculum development will begin in February 2020, with an anticipated completion date of August 2020; this workshop will be overseen by ACRL's Student Learning and Information Literacy Committee.
- ACRL staff have worked with leaders of each RoadShow team and oversight committees to submit an ALA Emerging Leader proposal focused on marketing for the RoadShow program.

- ACRL will offer the OER RoadShow as a preconference at the 2020 ALA Annual Conference in Chicago.

ACRL Conference

- The ACRL 2021 Conference, *Ascending into an Open Future* Call for Participation was released in October. The Call is available online and was included as an insert in the December issue of *C&RL News*. The ACRL 2021 conference website (www.acrl.org/acrlconference), also launched in October and has information about tentative schedule, social events, costs and scholarship opportunities.
- For the first time, ACRL is implementing participation limits for speakers. Individuals can submit up to four proposals and can present no more than two times during the conference. This change was made in order to allow as many individuals as possible to participate as conference presenters.
- ACRL is offering a free webcast on February 12, 2020 for individuals interested in submitting a proposal for ACRL 2021. The webcast will provide tips for submitting a successful proposal, explain the review process, and provide an opportunity for Q+A.

Conferences, Preconferences and workshops

- The 61st Annual RBMS Conference will take place June 23 – 26, 2020 at Indiana University Bloomington, IN. The theme is *Power, Resistance, and Leadership*. Registration and housing will open in early February.

Annual Conference Programs

- ACRL received 79 program submissions for the 2020 ALA Annual Conference. The ACRL Professional Development Committee reviewed proposals and selected 21 programs (# of program slots was designated by ALA Conference Services). Based on the large number of submissions, the acceptance rate for 2020 Annual Programs was only 26%.

Project Outcome for Academic Libraries

- Between Nov. 1 and Jan. 3 we offered 6 half-day workshops and 2 one-hour presentations that reached 145 people in 5 states. Of those, 123 attendees responded to a survey: 95% (117) said they learned something new they can apply to their work, 90% (111) said they feel more confident using Project Outcome, 97% (119) intend to share what they learned with their colleagues, and 98% (120) said they are more aware of the tools and resources available through Project Outcome.

Online learning (see additional webinars in the CHOICE section of this report)

- ACRL offered the following e-Learning events:

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Developing Signature	Course	10/21-11/15/2019	39		75%	88%	40%	16

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Pedagogies in Information Literacy								
Fair Use and the Academic Library	Webcast	12/4/2019	13	7	78%	89%	63%	11

Member Engagement

Membership units/Governance

- The ACRL Board held a virtual Fall Board meeting on November 19th, 2019. During this meeting they:
 - approved the budget assumptions for FY21 as recommended by the Budget & Finance Committee
 - approved the dissolution of the New Members Discussion Group
 - approved the dissolution of the Continuing Education and Professional Development Discussion Group
 - approved the dissolution of the Western New York/Ontario Chapter
 - approved the change of the name from Distance Learning Section (DLS) to Distance and Online Learning Section (DOLS)
 - learned more about the governance changes proposed by the Steering Committee on Organizational Effectiveness (SCOE)
- In 2020 ACRL is sponsoring 9 Emerging Leaders, including 4 sponsored by sections (CJCLS/IS, RBMS, STS, and ULS).
- ACRL will pilot a virtual ACRL Leadership Council in lieu of a face-to-face meeting during the ALA 2020 Midwinter Meeting in Philadelphia. The virtual session will be held January 16, 2020 from 2:00-3:30 PM.
- The ACRL Membership Committee sponsored 2 webcasts for members including, “Get Involved: Everything You Need to Know About Volunteering for an ACRL Committee” (69 views) on December 10, 2019 and “Making Yourself Marketable for Academic Library Positions” (204 views) on November 12, 2019.
- The annual Call for Volunteers for members to volunteer for a division-level committee or section was launched on December 4, 2019, and was pushed out on ACRL marketing channels. The call will be open through February 14, 2020.

Awards

- Applications were received for 19 ACRL awards (two awards are not offered in 2020; the STS Innovation and Oberly awards not offered in 2020 award season). Award committees will convene to select winners in January.

Special events at ALA Conferences

- ACRL sections and interest groups will host five social events during the ALA Midwinter Meeting in Philadelphia.

Consulting services

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

Publications

Non-periodical Publications

- We've published 7 new titles so far in FY20. Published since the last report:
 - *The Sustainable Library's Cookbook*, edited by Raymond Pun and Gary L. Shaffer
 - *Supporting Today's Students in the Library: Strategies for Retaining and Graduating International, Transfer, First-Generation, and Re-Entry Students*, edited by Ngoc-Yen Tran and Silke Higgins
 - *The 360 Librarian: A Framework for Integrating Mindfulness, Emotional Intelligence, and Critical Reflection in the Workplace*, by Tammi M. Owens and Carol A. Daul-Elhindi
- Soon to publish, 3 titles on leadership that will be co-promoted in January:
 - *Becoming a Library Leader: Seven Stages of Leadership Development for Academic Librarians*, by Shin Freedman and James Freedman
 - *Developing the Next Generation of Library Leaders* (PIL #75), by Lori Birrell
 - *Leading Change in Academic Libraries*, edited by Colleen Boff and Catherine Cardwell

Library Statistics

- The ACRL/LLAMA Academic Library Facility Survey Editorial Board has finalized the basic survey and expect to launch it in January 2020.
- Responses to the 2019 ACRL Trends & Statistics Survey are on par with previous years.

Month	2015-16 Survey	2016-17 Survey	2017-18 Survey	2018-2019 Survey

September	22	29	17	5
October	27	40	36	47
November	58	56	57	45
December	102	137	67	96
Total	209	262	177	193

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

Standards and Guidelines

- See [EDI section](#) for info on forthcoming *Framework for Cultural Proficiencies in Racial Equity*.

Framework for Information Literacy for Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	29,237				29,237
Print distribution	80				80

Standards for Libraries in Higher Education Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online visits	4,938				4,938
Print distribution	210				210

All Standards/ Guidelines/ Frameworks Online Visits

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

Social Media

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

ACRL Insider Stats

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

ACRLog Stats

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	15				15
Page Views	25,278				25,278

ACRL TechConnect Stats

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

VAL Blog Stats

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

College & Research Libraries

- Issues published on regular schedule.
- An editorial board search committee has made a recommendation for a new book review editor to replace Mark Shelton when his term ends in June 2020. The Publications Coordinating Committee voted to approve the recommendation and the *C&RL* editor is working to notify the appointee along with the unsuccessful candidates on formal acceptance of the position.

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
321,664				321,664

C&RL News

- Issues published on regular schedule.

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
350,686				350,686

RBM

- Issues published on regular schedule.

Online Access Stats (total access across content formats):

Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
30,097				30,097

CHOICE

Choice Reviews and Choice magazine

During November and December of this year, Choice reviewers and editors added 663 reviews to the *Choice Reviews* database.

Number of reviews as of 28 December 2019: 213,302

Choice Reviews: Subscribing Institutions: 1,052. Registered users: 11,616

Choice magazine: Subscribing Institutions: 786

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

	Sessions	Page Views	Searches	Readings	Unique Reviews Read
Sep	11,253	77,917	36,294	48,493	14,432
Oct	15,184	99,735	45,409	62,367	16,231
Nov	13,797	90,554	43,107	53,203	15,161
Dec	9,159	76,244	37,677	47,310	11,917
Jan					
Feb					
Mar					
Apr					
May					
Jun					
Jul					
Aug					
TOTAL YTD	49,393	344,450	162,487	211,373	57,741

Choice Outstanding Academic Titles

This year, we moved publication of the Outstanding Academic Titles (OAT) list up by one month, to December, placing the list within the calendar year of the titles we reviewed and allowing us to join the ranks of the other

end-of-year lists—effectively catching the buzz and public expectation of those other lists. The OATs represent the best of the 4,644 scholarly titles reviewed by *Choice Reviews* in 2019. This year’s list features 521 books and electronic resources from 134 publishers, comprising only about 11 percent of all the titles we reviewed during the year.

With the annual Outstanding Academic Titles award moving from January to December, much of November and December has been dedicated to the promotion of this prestigious award. Our website, Choice360.org, in particular, has seen a dramatic upturn in OAT traffic. During the period 2–23 December, publication of the list drove 3,543 page views of OAT-related content on Choice360, an increase of some 270% over OAT-related views last year. December 2019 OAT traffic accounted for about 25% of the over 14,000 total page views garnered on the site during that time.

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

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

[Engagement/Choice360.org](#)

As we reported in the previous installment of this report, one of the unheralded changes taking place at Choice in recent years has been the development of an audience outside of the collection-development space, an audience eager to consume Choice content in formats and on platforms far removed from reviews. The growth of these programs has exposed the need for a more robust version of Choice360, one that will serve as a central hub for engagement with all Choice content and that will be capable of supporting webinar registration, white paper downloads, newsletter enrollment, and so forth, through its back-end integrations with other platforms. Our search for a developer for the rebuilt site began with an RFP distributed in the fall of this year, and during November and December we reviewed three proposals submitted in response, ultimately conducting live interviews with two of the three respondents. We are currently in the process of soliciting final cost estimates from both and will select a development partner in the first half of January.

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

ccAdvisor

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

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

Resources for College Libraries

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

Sponsored Content

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

White Papers

Mid-December saw the release of the fifth Choice white paper, "Research Data Services in Libraries: Where are We Today?" documenting the range of services currently offered in academic libraries and examining impediments to their implementation. The finished report was published too late for distribution at the Charleston Conference, but its findings were the subject of a Charleston session, "The Time has Come . . . To Talk about Why Research Data Management Isn't Easy," featuring the report's principal authors, Carol Tenopir, University of Tennessee, School of Information Sciences; Robert J. Sandusky, University of Illinois at Chicago, University Library; and Jordan Kaufman, University of Tennessee, Center for Information and Communication Studies.

Overall, the five Choice white papers published thus far continue to gain a steady stream of interest, surpassing 3,900 downloads in late December.

Webinars

In the period of November through December, Choice hosted three sponsored webinars, with averages of 1,104 registrants and 311 attendees. The best attended webinar was "The Library's Role in Making Textbooks Affordable for Students," (852 registrants, 358 attendees). See Table 2, below, for a listing of webinars, year to date.

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

Date	Sponsor	Title	Regs	Parts
9/19/2019	ProQuest	How Libraries Can Support Pre-health Students and Advisors	350	148
9/24/2019	Jove	LGBTQ History: Supporting Diversity in Research and Teaching, and Why It Matters	683	260
10/1/2019	Social Explorer	Telling the American Story with the U.S. Census: Teaching with Real Data	819	359
10/3/2019	ProQuest	Scholarship Versus Secrecy and Fake News—Primary Sources in an Age of Misinformation	1246	469
10/8/2019	Overdrive	How To Make Informed Investments with Digital Content that Increases Circ Numbers	231	71
10/17/2019	ProQuest	Video Access Models: Opportunities and Risks	532	227
10/24/2019	APA	What's New in APA Style: Inside the Seventh Edition of the APA Publication Manual	3869	1061
10/30/2019	Accessible Archives	Integrating Primary Sources Across Disciplines	783	280
11/14/2019	Adam Matthew	Sexology: The challenge of anonymity and striking the balance between subject privacy and scholarly practice	335	106
12/10/2019	Northwestern Univ. Press	Advertising, Design and the Archive—Uncovering New Art Histories	372	132
12/12/2019	Springer Nature	The Library's Role in Making Textbooks Affordable for Students	852	358
		TOTAL	10,072	3,471

Podcasts

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

Table 3: Authority File Audience, Year to Date

Month	Downloads	Streams	Total
Sep	2,395	1,846	4,241
Oct	3,142	2,406	5,548
Nov	977	1,078	2,055
Dec	635	1,238	1,873
Jan			0
Feb			0
Mar			0
Apr			0
May			0
Jun			0
Jul			0
Aug			0
YTD	7,149	6,568	13,717
Avg/Month	1,787	1,642	3,429

Administration

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

Operations

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

Staff

- Executive Director Davis visited the Choice office in December and met with the entire staff as well various units.

ACRL Staff & ALA

- Executive Director Davis continued service on ALA's Senior Management team, participating in weekly meetings, interview of the candidates for ALA Executive Director, and a two-day budget retreat to prepare for FY21.
- ED Davis was appointed to the staff Information Technology Advisory Committee whose charge is to look at IT strategically across the association.
- Megan Griffin, Senior Program Officer, and Allison Payne, Program Manager for Strategic Initiatives, continue to attend an ALA Connect Staff Admin group that meets every other week to discuss sitewide improvements. The group has worked on an updated navigation bar, and has given input for a forthcoming redesign (expected for February 2020).
- During September through December 2019, Allison Payne served on the ContractSafe ALA Staff Working Group to help create a taxonomy and organizational structure for ALA's forthcoming contract repository to be used by ALA staff.

Fundraising

- ACRL has raised \$23,430 since September 1, 2019 and the 2020 Giving Tuesday campaign was particularly successful. Donors provided \$7,750 in matching funds and as of January 2, 2020, we had received an additional \$8,380 in matching gifts for a 100% match rate. Nine new donors contributed to the Giving Tuesday campaign as well as six former donors.

This page included to accommodate double sided printing.

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Enabling Programs and Services Key Performance Indicators (KPIs) Report Period: November 1, 2019 – January 3, 2020

Enabling programs and services key performance indicators (KPI)

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

Member Engagement

Goals: Maintain 96.5% (9,801) of ACRL's FY19 membership in FY20 and ensure that 52.5% of new members who joined ACRL between May 2018 – March 2019 renew their membership in FY20. The target retention rate is based on the average new member retention rate in the last 5 ACRL non-conference years. Note: in November 2019, a college-advising company scuttled its plans to release a list of 952 private, nonprofit colleges that it expects to run out of money and close in the coming years, according to a new financial-modeling tool.

KPIs	Data					
Benchmark analysis of ACRL total membership number	ACRL membership has decreased 1.45% (149) since August 2019 when membership was 10,260.					
		Nov. FY20	Nov. FY19	Nov. FY18	Nov. FY17	Nov. FY16
	Total membership	10,111	10,411	10,463	10,592	11,181
	Change year over year	-2.88%	-0.49%	-1.21%	-5.26%	1.55%
Continue to benchmark and analyze impact of new member outreach program	First-year member renewal rate:					
	Year	1st Quarter	2nd YTD Quarter	3rd Quarter	4th Quarter	Year to Date
	FY20	44.7%				44.7%
	FY19	51.2%				51.2%
	FY18	53.1%				53.1%
	FY17	46.8%				46.8%
	FY16	41.1%				41.1%
	FY15	47.8%				47.8%
	FY14	50.8%				50.8%
	FY13	50.1%				50.1%
	FY12	56.7%				56.7%
	FY11	62.5%				62.5%
	FY10	56.7%				56.7%
	<i>Non-conference years are shaded for comparison.</i>					

KPIs	Data																																																																					
	<p>**An analysis of 92 first-year members who did not renew as of November 2019 shows that 35.9% (33) were regular members, 46.7% (43) were students, and 12% (11) were non-salaried librarians. 71% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 42% of those were regular members and 48% were students); 7% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 33% of those were student members); 23% dropped all division and roundtable membership but retained their ALA membership (and 48% were students).</p>																																																																					
Benchmark by continuous years of membership	<p>ACRL personal membership distribution for FY20 to date is shown below. The average ACRL membership tenure is 3.93 years (and the median length of ACRL membership is 4 years).</p> <table><tr><th>FY20 Q1 YTD</th><th>%</th><th>Number</th><th>FY19 Q1 YTD</th><th>%</th><th>Number</th></tr><tr><td><1 year</td><td>13</td><td>1,261</td><td><1 year</td><td>10</td><td>955</td></tr><tr><td>1-5 yrs</td><td>44</td><td>4,218</td><td>1-5 yrs</td><td>48</td><td>4,729</td></tr><tr><td>6-10 yrs</td><td>16</td><td>1,538</td><td>6-10 yrs</td><td>16</td><td>1,524</td></tr><tr><td>11-15 yrs</td><td>9</td><td>823</td><td>11-15 yrs</td><td>9</td><td>856</td></tr><tr><td>16-20 yrs</td><td>6</td><td>557</td><td>16-20 yrs</td><td>6</td><td>586</td></tr><tr><td>21+ yrs</td><td>12</td><td>1,180</td><td>21+ yrs</td><td>12</td><td>1,211</td></tr><tr><td>Total</td><td>100</td><td>9,582*</td><td>Total</td><td>100</td><td>9,861*</td></tr></table> <p>*These numbers include only personal members. Reports were run on December 30, 2019 and January 12, 2019 and reflect total personal members as of those dates.</p> <p>ACRL Membership Distribution by Years of Membership: May 2009 vs. Nov. 2019</p> <div><p>ACRL Membership Distribution: May 2009* vs. November 2019</p><p>■ 2009 ■ 2019</p><table><thead><tr><th>Years of Membership</th><th>2009 (%)</th><th>2019 (%)</th></tr></thead><tbody><tr><td><1</td><td>11</td><td>13</td></tr><tr><td>1 - 5</td><td>28</td><td>44</td></tr><tr><td>6 - 10</td><td>24</td><td>16</td></tr><tr><td>11 - 15</td><td>11</td><td>9</td></tr><tr><td>16 - 20</td><td>10</td><td>6</td></tr><tr><td>21+</td><td>16</td><td>12</td></tr></tbody></table></div> <p>Y axis: % of total membership X axis: # of years of ACRL membership</p> <p><i>*Based on survey data. 23.3% of ACRL members responded to the May 2009 membership survey (with a margin for error of +/- 1.74% at the 95% confidence level). Survey data is both statistically valid and representative of ACRL membership as a whole. Years of membership is not a proxy for work place experience. While 57% of our members have been with us 5 years or less, only 41% are new (or relatively new) to the profession according to the 2018 membership survey.</i></p>	FY20 Q1 YTD	%	Number	FY19 Q1 YTD	%	Number	<1 year	13	1,261	<1 year	10	955	1-5 yrs	44	4,218	1-5 yrs	48	4,729	6-10 yrs	16	1,538	6-10 yrs	16	1,524	11-15 yrs	9	823	11-15 yrs	9	856	16-20 yrs	6	557	16-20 yrs	6	586	21+ yrs	12	1,180	21+ yrs	12	1,211	Total	100	9,582*	Total	100	9,861*	Years of Membership	2009 (%)	2019 (%)	<1	11	13	1 - 5	28	44	6 - 10	24	16	11 - 15	11	9	16 - 20	10	6	21+	16	12
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KPIs	Data																
Assess the impact of the renewal reminder program on ACRL membership renewal rates.	<p>Renewals for FY18, FY19, and FY20 year-to-date are illustrated below. As of November 2019, the renewal rate for ACRL members was 74.9%. Of that number, 58% renewed on or before their membership anniversary, and the number of late renewals has increased 7.3% over FY18 (the last non-conference year).</p> <div><p>Renewal Analysis FY 18-FY20</p><table border="1"><thead><tr><th>Category</th><th>FY18</th><th>FY19</th><th>FY20</th></tr></thead><tbody><tr><td>On-Time Renewals</td><td>39.8%</td><td>35%</td><td>31.8%</td></tr><tr><td>Early renewals</td><td>25.9%</td><td>28%</td><td>26.6%</td></tr><tr><td>Late renewals (1-6 months)</td><td>34.3%</td><td>37%</td><td>41.6%</td></tr></tbody></table></div>	Category	FY18	FY19	FY20	On-Time Renewals	39.8%	35%	31.8%	Early renewals	25.9%	28%	26.6%	Late renewals (1-6 months)	34.3%	37%	41.6%
Category	FY18	FY19	FY20														
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Late renewals (1-6 months)	34.3%	37%	41.6%														

Education

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

KPIs	Data					
Quality assessment and learning outcomes						
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY20 Overall
	Average overall quality assessment	77%				
	* Event specific details can be found in Document 1.4 the Executive Director’s Plan for Excellence Activities Report.					
Participant learning	Self-reported learning outcomes data from professional offerings detailed above:					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY20 Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	88%				
	Note: Event specific details can be found in Document 1.4 the Executive Director’s Plan for Excellence Activities Report.					
Likely to Recommend	40% Participants enthusiastically recommend ACRL professional development.					

KPIs	Data					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY20 Overall
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	52%				
	<ul style="list-style-type: none"> This includes every evaluation returned, even in a course had only 1 response. 					

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Confirmation of virtual votes: ALA Annual Conference 2019 to ALA Midwinter Meeting 2020

Submitted by: Allison Payne, ACRL Program Manager for Strategic Initiatives

Date submitted: January 3, 2020

Background

The Board virtually reviewed and voted on the following action items. Comments were collected via an online forum, 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.

The following virtual votes were completed between ALA Annual Conference 2019 to ALA Midwinter Meeting 2020 and approved:

- ACRL Board Proceedings at Annual Conference 2019
 - [Pre-vote Discussion](#): 7/29/19–8/5/19
 - [Virtual Vote](#): 8/6/19–8/12/19
- ACRL Fall Board Virtual Meeting Proceedings 2019
 - [Pre-vote Discussion](#): 12/9/19–12/16/19
 - [Virtual Vote](#): 12/17/19–1/3/20
- Protocols for Native American Materials
 - [Pre-vote Discussion](#): 7/25/19–7/31/19
 - [Virtual Vote](#): 8/1/19–8/7/19
- ACRL/ALA/ARL IPEDS Advisory Task Force Extension
 - [Pre-vote Discussion](#): 10/4/19–10/10/19
 - [Virtual Vote](#): 10/11/19–10/17/19
- Selection of Scholarly Communication Presenter Coordinator (Executive Session)
 - [Pre-Vote Discussion](#): 7/3/19–7/14/19
 - [Virtual Vote](#): 7/17/19–7/23/19

Additionally, the Board took virtual action at its November 18, 2019 Virtual Fall Board Meeting ([document packet](#)), and approved the following actions:

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

- Dissolved the Western New York/Ontario Chapter #2.0
- Disbanded Continuing Education/Professional Development Discussion Group #2.1
- Disbanded New Members Discussion Group #2.2
- Approved revised Board Ground Rules & Social Media Guidelines #2.3
- Approved Plan for Excellence Proposed Revision #2.4, #2.4a
- Approved Distance Learning Section name change to Distance and Online Learning Section #2.5
- Approved FY21 Budget Assumptions #6.0

Action Recommended

That the ACRL Board of Directors confirms its virtual votes on actions taken between ALA Annual Conference 2019 to ALA Midwinter Meeting 2020 and at its 2019 Virtual Fall Board Meeting.

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other:

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL-RBMS/ SAA Guidelines on Access to Research Materials

Submitted by: Willie Miller, ACRL Standards Committee Chair

Date submitted: December 10, 2019

Background

In July 2017, the ACRL Board of Directors approved the formation of the RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries to update and revise the [2009 Statement on Access to Research Materials in Archives and Special Collections Libraries](#). The statement, now revised as a guideline, serves as an advocacy tool and foundation for policies and procedures to facilitate equitable access to resources and services. The draft revision was developed with community input through the RBMS and SAA listservs, social media, and an open online forum. A call for comments on the draft revision was issued on the RBMS and SAA listservs in January 2019 and an open forum for comments was held at the 2019 ALA Midwinter Meeting in Seattle. Additional information about the development process is available in the accompanying Standards Committee Transmittal Form.

Following incorporation of feedback from the above avenues, the RBMS Executive Committee, and SAA Council, the final draft of the revised statement was approved by the RBMS Executive Committee in September 2019 and the ACRL Standards Committee in November 2019.

Action Recommended

That the ACRL Board of Directors gives final ACRL approval to the revised ACRL-RBMS/ SAA Guidelines on Access to Research Materials.

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.

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☒ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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: _____

ACRL-RBMS/SAA Guidelines on Access to Research Materials in Archives and Special Collections Libraries

Introduction

Both the Society of American Archivists' [Core Values](#) and Rare Books and Manuscripts Section's [Statement on Equity, Diversity, and Inclusion](#) emphasize the importance of providing access to materials. This document is intended to be applied in conjunction with the [SAA Code of Ethics for Archivists](#), the [RBMS Code of Ethics for Special Collections Librarians](#), and other related professional statements and standards. Within the context of repository types, audiences, collections, or other factors, these Guidelines can serve as an advocacy tool and foundation for policies and procedures to facilitate equitable access to resources and services.

Discoverability

- Establish a minimum baseline for intellectual access to holdings, even in the case of unprocessed and/or restricted materials.
- Enable the discoverability of collections with finding aids, catalog records, blogs, web pages, databases, and other means.
- Assess discovery tools regularly and update as needed.

Physical and Digital Materials

- Make available all materials intended for public access, regardless of format.
- Implement policies, procedures, and programs to ensure the authenticity, reliability, completeness, and preservation of materials from one user to the next.

Laws, Regulations, and Restrictions

- Restrictions on access may be imposed to protect national security, by law, by institutional mandate, tribal laws, cultural stewardship practices, by donor agreement, or to preserve materials. If restricted due to preservation concerns, provide materials in an alternative format.
- Fulfill legal and institutional obligations to protect privacy or confidentiality as outlined by the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA), the Privacy Act, and other applicable laws or regulations.

- Make information on restricted materials accessible.
- Advocate for limited or no restrictions when negotiating with donors of materials.
- Periodically review and reevaluate restricted material. Remove restrictions when they are no longer required.
- Implement security measures to safeguard staff and collections.

Copyright

- Communicate the copyright status of materials.
- Ensure researchers understand that they are responsible for adhering to copyright law¹ when copying, using, or publishing from materials.

Accessibility

- Factor accessibility into all areas of access including the reading room, collections, exhibits, services, and events.
- Address and advocate for policy and workflow changes to remove barriers.
- Comply with state and federal guidelines for accessibility of collections, venues, and services according to the Americans with Disabilities Act (ADA)², Web Content Accessibility Guidelines (WCAG), respective SAA and ALA accessibility guidelines, and other related parameters.³
- Provide alternative format options to accommodate users.

Reproductions and Use

- Provide access to collections at no direct cost to users.
- Make policies governing access and use available.
- Offer reproduction services administered in accordance with the copyright laws, institutional access policies, and repository regulations.⁴

¹ For more information on copyright and user rights please see the SAA pamphlet available here: <https://www2.archivists.org/publications/brochures/copyright-and-unpublished-material>.

² The ADA guidelines relate to gaining physical access to the building, room, or space.

³ American Library Association, Library Services for People with Disabilities Policy: <http://www.ala.org/asgcla/resources/libraryservices>. Society of American Archivists, Guidelines for Accessible Archives for People with Disabilities <https://www2.archivists.org/standards/guidelines-for-accessible-archives-for-people-with-disabilities>.

⁴ ACRL/RBMS Guidelines Regarding Security and Theft in Special Collections: http://www.ala.org/acrl/standards/security_theft; ALA Copyright information and resources: <http://www.ala.org/advocacy/copyright>

Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

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

Title of Standard, Guideline, or Framework: ACRL-RBMS/SAA Guidelines on Access to Research Materials in Archives and Special Collections Libraries

Section or Committee Submitting: Rare Books and Manuscripts Section (RBMS)

Submitting Section or Committee Chairperson: Verónica Reyes-Escudero (RBMS Chair, 2019/2020)

Date of Previous Version: July 2009

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

☐ Published in *C&RL News* (date) _____

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

SAA listserv (Jan. 2019)

RBMS listserv (Jan. 2019)

☐ Published in Section newsletter (date) _____

☐ Public hearing held [optional] (date) _____

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

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

Developed as a joint document with the Society of American Archivists by the RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries (appointed July 2017)

☒ Other (please list):

Open commentary (posted to SAA and RBMS lists) in September 2018

- Twitter conversation
- Comment enabled Google doc
- Open forum conference call (town hall meeting style)

Interim report/ meeting for comments on draft at January 2019 ALA Midwinter and SAA Council Meeting (also in Jan. 2019)

ACRL MW20 Doc 2.1b

Draft given for review to RBMS Executive Committee at ALA Annual in June 2019; feedback given and incorporated into draft

Date Approved by Section executive committee (if applicable): September 24, 2019

Date Approved by Standards Committee November 22, 2019

Date Approved by ACRL Board _____

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

C&RL News by _____

Other (please list)

Association of College & Research Libraries
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acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

Request to Establish an ACRL Division-level Discussion Group

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

To: ACRL Board of Directors

Subject: Request to establish the Language and Linguistics Division-level Discussion Group

Submitted by: Dan Mandeville, Nordic Studies & Linguistics Librarian, University of Washington; ACRL European Studies Section

Date submitted: 19 December 2019

Background

The idea to form an ACRL discussion group on language and linguistics came out of the round table discussion "Language in the 21st-century Library" at ACRL 2019 in Cleveland. The conversation revealed common (but diverse) challenges for ACRL members working with language or linguistics in academic libraries, and interest in further conversation and opportunities for sharing expertise. A small group has continued the discussion since Cleveland, exploring options for a community of practice on the topic of working with non-English languages in academic libraries. It was decided that a division-level discussion group would be ideal in order to reach a broad, interdisciplinary group of librarians with different functions who may hold a stake in their libraries' language services and collections.

Proposed Name, Statement & Leadership

- **Proposed name:**
Language and Linguistics Discussion Group
- **Proposed statement of purpose:**
To provide a forum for discussion of current trends, practices, and challenges related to working with non-English language services, vernacular resources, and linguistics materials in academic libraries. To provide a supportive network facilitating mentorship, idea sharing, and collaboration on language topics among librarians with diverse functions and specializations. To

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highlight the importance of academic libraries' language collections and services both on campus and in the broader community.

- **Proposed leadership:**

Co-Conveners: Dan Mandeville, Jennifer Nason Davis, Katie Gibson

Stakeholders

While stakeholders were not consulted, the ACRL groups below were identified as having a stake in a robust division-level discussion of language and linguistics in academic libraries:

- European Studies Section (languages of Europe)
- Anthropology and Sociology Section (linguistic anthropology, sociolinguistics)
- Literatures in English Section (English-language linguistics)
- Asian, African, and Middle Eastern Studies Interest Group (languages of Asia and Africa)
- Academic Library Services to International Students Interest Group (language needs of international students)
- International Perspectives on Academic and Research Libraries Discussion Group (language's role in international, transnational, and global library contexts)
- Global Library Services Discussion Group (language issues in global library services)

Action Recommended

That the ACRL Board of Directors approves the Language and Linguistics division-level discussion group with the included statement of purpose.

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☒ **New Roles and Changing Landscapes**

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

☒ **Enabling Programs and Services**

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

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Fiscal and Staffing Impact

Staff will update the directory of leadership and membership materials.

Motion

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

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

This page included to accommodate double sided printing.

Petition: Request to establish the Language and Linguistics Division-level Discussion Group

Signers name	E-Signature	Date signed
Katie Gibson	Katie Gibson	11/05/2019
Jennifer Nason Davis	Jennifer Lee Nason Davis	11/05/2019
Autumn Wetli	Autumn Wetli	11/06/2019
Bryan Skib	Bryan A. Skib	11/06/2019
Alexa Pearce	Alexa Pearce	11/06/2019
Helen Look	Helen Look	11/06/2019
Adrienne Seely	Adrienne M. Seely	11/06/2019
Bryan McGeary	Bryan McGeary	11/06/2019
Barbara Maratos	Barbara Maratos	11/06/2019
Sarah Wenzel	Sarah G. Wenzel	11/06/2019
Cammeron Girvin	Cammeron Girvin	11/06/2019
Geoffrey Morse	Geoffrey W. Morse	11/06/2019
Rachel Makarowski	Rachel M. Makarowski	11/06/2019
Rebecca Stuhr	Rebecca Ann Stuhr	11/06/2019
Triveni Kuchi	Triveni Kuchi	11/06/2019
Raymond Pun	Ray Pun	11/06/2019
Shevon Desai	Shevon A. Desai	11/06/2019
Walter Schlect	Walter Schlect	11/06/2019
Alexandra Williams	Alexandra R Williams	11/06/2019
Paulita Aguilar	Paulita Aguilar	11/06/2019
Jodie Borgerding	Jodie Borgerding	11/06/2019
Maureen Sasso	Maureen Diana Sasso	11/06/2019
Alex Hodges	Alex R Hodges	11/06/2019
Ann Snoeyenbos	Ann Snoeyenbos	11/06/2019
Barbara Alvarez	Barbara Alvarez	11/06/2019
David Lincove	David Lincove	11/06/2019
Sam Dunlap	Sam Dunlap	11/06/2019
Larayne Dallas	Larayne J. Dallas	11/06/2019
Maura Seale	Maura Seale	11/06/2019
Krista Bowers Sharpe	Krista Bowers Sharpe	11/06/2019
Iñaki Arrieta Baro	Iñaki Arrieta Baro	11/06/2019
Marisol Ramos	Marisol Ramos	11/06/2019
Natalia Estrada	Natalia Estrada	11/06/2019
Susan Edwards	Susan Edwards	11/06/2019
Taylor Leigh	Taylor Leigh	11/06/2019
Heidi Senior	Heidi Senior	11/06/2019
Olga Hart	Olga Hart	11/06/2019
Michael Printy	Michael Printy	11/06/2019
Deborah Raftus	Deborah Raftus	11/06/2019
Sarah Sussman	Sarah Sussman	11/06/2019

ACRL MW20 Doc 2.2a

Richard Hacken	Richard Hacken	11/06/2019
Sarah Dahlen	Sarah Dahlen	11/06/2019
Ginny Boehme	Ginny Boehme	11/06/2019
Margie Ruppel	Margaret Dean Ruppel	11/06/2019
Brendan Nieubuur	Brendan Nieubuur	11/06/2019
Téa Rokolj	Téa Rokolj	11/06/2019
Tara Murray	Tara Murray	11/06/2019
Sarah Gilchrist	Sarah Burns Gilchrist	11/06/2019
Brian Quinn	Brian Quinn	11/06/2019
Chelsea Nesvig	Chelsea Nesvig	11/06/2019
Claude Potts	Claude Potts	11/06/2019
Yue Li	Yue Li	11/06/2019
Deepa Banerjee	Deepa Banerjee ACRL AAMES	11/06/2019
Zola Mumford	Zola M. Mumford	11/06/2019
Tom Harding	Tom Harding	11/06/2019
Billie Cotterman	Billie Cotterman	11/06/2019
Christine Ericson	Christie Ericson	11/06/2019
Rachael Muszkiewicz	Rachael Muszkiewicz	11/06/2019
Madison Sullivan	Madison Sullivan	11/06/2019
Alma Ortega	Alma Ortega	11/06/2019
Fred Gitner	Fred J. Gitner	11/06/2019
Laura Wilson	Laura Wilson	11/07/2019
Allison Sharp	Allison Sharp	11/07/2019
Christina Smith	Christina Smith	11/07/2019
Laurie Bridges	Laurie M. Bridges	11/07/2019
John DeSantis	John DeSantis	11/11/2019
Isabel Quintana	Isabel Quintana	11/12/2019
David Isaak	David Isaak	11/12/2019
Erin Durham	Erin Durham	12/19/2019



Association of College and Research Libraries

APPOINTMENT ACCEPTANCE FORM

The purpose of this form is to formally confirm your appointment to serve in a leadership role for an ACRL Discussion Group. Please complete this form and submit following the directions below to be added to the official Discussion Group roster at

<http://www.ala.org/acrl/aboutacrl/directoryofleadership/discussiongroups/dgs>.

Appointment information

Name: Daniel Mandeville ALA ID Number:

Institution: University of Washington Email: dcman@uw.edu

Discussion Group: Language and Linguistics Discussion Group (proposed)

Position (select one): Convener ☐ Co-convener ☒

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

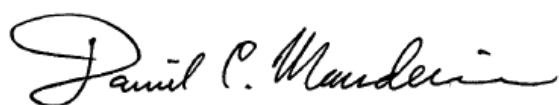
(Terms begin and end at the close of Annual Conference; the dates in the ALA membership database will be 7/1/19-6/30/20.)

Appointment acceptance

By accepting this appointment, I agree that all working papers and final products of this group are the sole property of ACRL and are not to be used for any personal projects unless written permission has been

obtained from the appropriate governing body. I also certify that this appointment does not represent a conflict of interest.

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



19 December 2019

Signature

Date

Daniel C. Mandeville

Print or type name

Submission instructions

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

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

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Board of Directors Action Form

To: ACRL Board of Directors
CC: Budget and Finance Committee
Subject: Fundraising Goal for 2021 ACRL Conference Scholarship Campaign
Submitted by: Lori Goetsch, 2021 ACRL Conference Scholarship Campaign Chair
Date submitted: December 31, 2019

Background

The ACRL Board previously approved a \$50,000 fundraising goal for the 2015, 2017, and 2019 ACRL conference scholarship campaigns. We are recommending a larger goal for the 2021 ACRL Conference Scholarship Campaign based on past success.

In December 2013 the ACRL Board of Directors voted to approve a 75th Anniversary fundraising goal of \$50,000 to fund at least 75 additional scholarships for new librarians, library school students, and library support staff to attend the ACRL 2015 Conference in Portland, Oregon. The total amount raised was \$56,084 and ACRL awarded a record-breaking 179 scholarships in six categories, including early- and mid-career librarians, support staff and Spectrum Scholar travel grants, amounting to a total of \$112,995. Funding for 75 of these scholarships (more than \$56,000 in value) was raised through the ACRL 75th Anniversary Kick Start the Future Scholarship Campaign. The 2017 Conference Scholarship Campaign was even more successful: 83 of the 170 ACRL 2017 Conference scholarships (over \$61,500 in value) came from the 2017 ACRL Scholarship Campaign. The 2019 Conference Scholarship Campaign raised even more money: 85 of 170 scholarships (over \$66,000 in value) came from the ACRL Scholarship Campaign.

The 2021 ACRL Conference Scholarship campaign will again seek the support of the ACRL Leadership Council (including the ACRL Board, division-level committees, sections, and interest groups) with the goal of increasing the participation of ACRL units over and above 2019 participation levels. Twelve sections have already contributed a total of \$10,469 to the 2021 ACRL Conference Scholarship Fund with unused FY19 Basic Services Funds.

Progress to date: Since May 1, 2019, one hundred two donors have contributed \$15,073 to the ACRL Conference Scholarship Fund bringing Fund balance to \$29,476 (almost 50% of the proposed goal).

Stakeholders

Lori Goetsch, 2021 ACRL Conference Scholarship Campaign chair, supports a \$60,000 fundraising goal and will be working with ACRL Associate Director to develop outreach messaging to ACRL leaders and members in FY20 and FY21, building on the success of the ALA Annual Fund Campaign. If successful, the campaign would enable ACRL to fund

between 168-178 full scholarships (full scholarships for students are \$800 and \$840 for all other scholarship categories, based on maximum gifts allowed per IRS rules before taxes are assessed).

Action Recommended

That the ACRL Board of Directors approves the ACRL Budget & Finance Committee's recommendation for a \$60,000 fundraising goal for the 2021 ACRL Conference Scholarship Campaign.

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: _____

A Memorial Resolution Honoring Jennifer Ford Paustenbaugh

Whereas, Jennifer Ford Paustenbaugh, a renowned library leader and, since 2013, University Librarian at Brigham Young University, died November 23, 2019; and

Whereas, Jennifer Paustenbaugh's career included service at Oklahoma State University as Associate Dean of Libraries for Planning and Assessment and in prior positions as Head of the Patent and Trademark Library, Director of Library Development, Puterbaugh Foundation Professor of Library Service and Head of Special Collections and University Archives, and as the Executive Director of the Women's Archives; and

Whereas, Jennifer Paustenbaugh represented the BYU library in national associations such as the Association of Research Libraries (ARL), The Greater Western Library Alliance (GWLA), the Utah Academic Library Consortium (UALC), The Consortium of Church Archives and Libraries (CCLA), and many other organizations; and

Whereas, Jennifer Paustenbaugh transformed library services, programs, and structures to make them more student focused and developed new ways for students to access scholarly resources, ensuring that students will benefit from her influence for years to come; and

Whereas, Jennifer Paustenbaugh served the American Library Association (ALA) and its various divisions continuously for twenty nine years, from 1990 through 2019; and

Whereas, Jennifer Paustenbaugh served the Library Leadership and Management Association (LLAMA) through a variety of appointments, most recently as Chair of the LLAMA President's Planning Committee; and

Whereas, Jennifer Paustenbaugh served the Association for Library Collections and Technical Services (ALCTS) as the chair of ALCTS' first Fundraising Committee, through which she shared considerable expertise not widely held at that time among the membership and brought cohesion and consolidation to a previously piecemeal fundraising program, resulting in greater dollars being raised and directed to ALCTS key priorities; and

Whereas, Jennifer Paustenbaugh served the Association for College and Research Libraries (ACRL) as a longtime member and through service on the ACRL/RBMS Conference Planning Committee;

Therefore, be it

Resolved, that the American Library Association (ALA), on behalf of its members:

1. honors the life, leadership, and service of our colleague, Jennifer Ford Paustenbaugh, with thanks for her outstanding contributions to librarianship; and
2. extends its deepest sympathy to Jennifer's husband, Richard Paustenbaugh, her children, Erik and Kristen, and other family and many friends.



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.



ACRL Planning Cycle at a Glance – (revised 12/2020)

See ACRL Planning Cycle and Deadlines document for detailed task information and dates

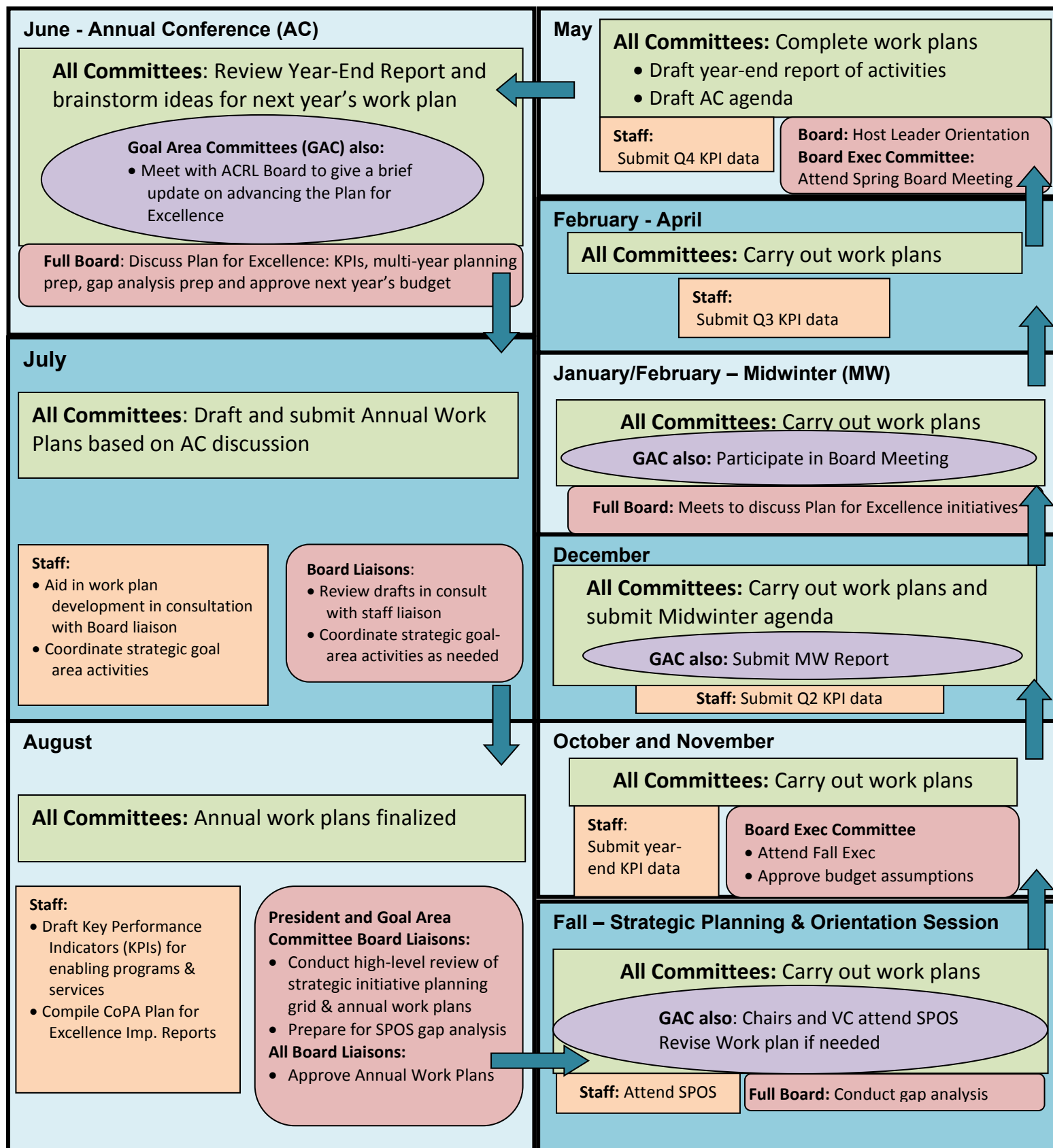
All Committees

Goal Area

Board

Staff Liaisons

**also responsible for All Committees tasks*



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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: New Roles and Changing Landscapes 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: Jolie O. Graybill
- Vice-chair: Erin T. Smith
- Board liaison: Jeanne R. Davidson
- Staff liaison: Erin Nevius

Report submitted by: Jolie O. Graybill

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.

- Leading Change Online Course
- OER & Affordability Road Show
- DEI Pipeline, Fishbone Model

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

Ongoing activities

Our three main projects are in support of ACRL's advocacy and support:

- Leading Change Online Course
- OER & Affordability Road Show
- DEI Pipeline, Fishbone Model

Upcoming activities

Identification of new role and effort, continue OER development and implementation and development of Pipeline Fishbone Model.

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

- Leading Change Online Course will equip the library workforce at all levels to effectively lead, manage, and embrace change on their respective campuses by providing needed tools and education.

Upcoming activities

Pilot the Leading Change Online Course, and secure team participants, follow up with evaluation.

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

Ongoing activities

- **DEI Pipeline (Fishbone) project**

(this project was put on hold for NRCL to complete the CUPA-HR work)

This pipeline is designed to foster a path into librarianship and leadership for individuals from diverse backgrounds. NRCL is using a fishbone model to brainstorm and illustrate the issues to consider – goal to deliver a fleshed out recommendation to the ACRL Board for actions that ACRL can take. Currently, committee members volunteered for 1 of 6 sub-groups. Each group is getting geared and moving forward via re-visiting questions developed for each sub-group, environmental scans, and brainstorm conversations.

Upcoming activities

- **DEI Pipeline (Fishbone) project**

Flush out the six areas more concretely:

Pre MLS

First Job

MLS

Retention via Inclusion/Equity (Tenure)

Non-MLS

Advancement

Challenges

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

Priorities

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

Continue work on the following:

- OER Roadshow

- Leading Change Online Course
- DEI Pipeline (Fishbone model)
- Identify new role for future project

Environmental Scan

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

New roles are appearing, ones that weren't necessarily on the radar when we completed the CUPA-HR project, these new roles are exciting to see.

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?



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

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

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

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

2018–19 Leadership (terms: July 1, 2018–June 30, 2019)	
Chair:	Anne Grant
Vice-Chair:	Jolie Graybill
Board liaison:	Jeanne Davidson
Staff liaison:	Erin Nevius
Other leaders:	

2019–20 Leadership (terms: July 1, 2019–June 30, 2020)	
Chair:	Jolie Graybill
Vice-Chair:	Erin Smith
Board liaison:	Jeanne Davidson
Staff liaison:	Erin Nevius
Other leaders:	

Report & Work Plan Submission			
Year-end report written by:	Anne Grant	Date:	
Work plan submitted by:	Jolie Graybill	Date:	8/26/19

2018–19 Year-end Report

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

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

- * An Open Educational Resources and Affordability RoadShow was developed by the Committee and a call for curriculum designers/presenters distributed. The Committee interviewed and selected four designers/presenters and expects the RoadShow to launch in spring 2020.
- * The Leading Change course will be an asynchronous online learning course designed to give library teams the capability and confidence to lead change in their academic library and on their campus. Three curriculum designers were hired in February 2019 and the course is expected to launch in early 2020.
- * The Committee was tasked with reviewing the existing library job positions used by CUPA-HR in its salary survey in order to determine if revisions to these descriptions are required. These revisions were provided to CUPA-HR by their August 1, 2019 deadline.
- * Diversity Pipeline project

2. What were the relevant results for your projects?

- * OER RoadShow - Put out the call for applications; reviewed applications and interviewed applicants; and finalized the design team. The OER subgroup will oversee the curriculum development.
- * Change & Innovation Course - A call for applications was distributed, and the Change Course subgroup reviewed applications and interviewed applicants. The instructional design team of three has been hired and work has begun on the course under the oversight of the Change Course subgroup. Launch date set for early 2020.
- * CUPA-HR Position Description update - Revisions were provided to CUPA-HR by the August 1, 2019 deadline.
- * Diversity Pipeline project - Concept map begun and steps outlined to begin work on recommendations to ACRL for ways that new roles and changing landscapes in libraries can foster EDI initiatives. Pipeline project was intentionally set aside to respond to the timeframe for the CUPA-HR project.

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

- * Diversity Pipeline Project
- * Change Course
- * OER RoadShow

4. What worked well?

Our team worked well in small groups on the CUPA-HR data. We worked on collaborative documents and made a great deal of progress on a major project.

We responded to a tight timeline successfully.

5. What could have worked better?

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

The work that we began on the Diversity Pipeline will allow this group to explore how new roles will influence the recruitment and retention of new, diverse librarians. This work also served to inform conversations about the CUPA-HR position descriptions.

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

Optional

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

Optional

9. Any other comments, recommendations, or suggestions?

The committee worked effectively with the CUPA-HR staff to gather the information we needed to complete our task.

2019–20 Work Plan

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

Work Plan Activity #1	
Activity Name:	OER RoadShow
Brief Description:	The committee developed an Open Educational Resources and Affordability RoadShow, curriculum. Curriculum designers and presenters were recruited/identified and hired this summer (August) to design RoadShow and integrate into the ACRL RoadShow structure. OER Subgroup will oversee the development with Test run in Spring 2020. Committee is discussing/identifying roadshow oversight and integrating Oversight Responsibilities.

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input type="checkbox"/> Research and Scholarly Environment Select from drop-down.
<input checked="" type="checkbox"/> New Roles and Changing Landscapes 1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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 OER Roadshow will deepen ACRL's advocacy and support for librarians with OER librarians via a compact overview workshop promoting OER capacity in the field.

Activity #1 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Supervise Roadshow development	Fall 2019	OER team	
Test run	Spring 2020	Designers, OER team	
Develop marketing/promotion	Fall and Spring 2019/20	NRCL committee	
Identify/allocate new subgroup members	Fall 2019	NRCL committee	
Develop feedback survey	Winter 2020	OER team, designers	
Evaluation and assessment of roadshow	Summer 2020	OER team, designers	

Activity #1 Assessment
How will success be measured?
The OER Roadshow will be successful when (1) it is completed and ready for implementation, (2) participants sign up for the OER Roadshow, (3) feedback survey is completed by participants/positive

2019–20 Work Plan

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

Work Plan Activity #2	
Activity Name:	Change & Innovation Course
Brief Description:	NRCL is overseeing the curriculum development for a self-directed, self-paced, online workbook course on facilitating and leading library innovation that would be taken by teams of library employees. NRCL has identified instructional designers to design and implement the course, at outline stage this summer. Designed to introduce people to frames and models to help people think about ways to approach change.

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input type="checkbox"/> Research and Scholarly Environment Select from drop-down.
<input checked="" type="checkbox"/> New Roles and Changing Landscapes 2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve i
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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 Change & Innovation Course will equip library workforce at all levels to effectively lead, manage, and embrace change on their campuses by providing the education and tools they need.

Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Sub-group to review first draft of curriculum material	This fall, 2019	Sub group	identified course developers
Launch of the change course is expected in about 4-6 months	Early 2020	Sub-group	
Market and promote change course	2020	Sub-group, NRCL comm.	

Activity #2 Assessment
How will success be measured?
<p>The Change & Innovation Course will be successful if (1) the course is completed by the instructional designer, (2) institutional change teams take the course, and (3) the course promotes change and innovation at individual institutions. Completion and design will be successful if institutional teams sign up for course, as well as implement to experience some type of change. Use will be measured by numbers of institutions that take the course – the first year will set a baseline with a goal of increasing use each year. The instructional designer will embed assessment measures on both the course itself with a built in follow up evaluating if the course promoted change and innovation.</p>

2019–20 Work Plan

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

Work Plan Activity #3	
Activity Name:	Diversity Pipe Line
Brief Description:	The Diversity Pipe Line concept map begun and steps outlined to begin work on recommendations to ACRL for ways that new roles and changing landscapes in libraries can foster EDI initiatives. In order to complete the CUPA-HR project, this project was intentionally set aside to respond to the timeframe for the CUPA-HR project. Re-engaging this work year.

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
<input checked="" type="checkbox"/> Value of Academic Libraries 4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.
<input type="checkbox"/> Student Learning Select from drop-down.
<input type="checkbox"/> Research and Scholarly Environment Select from drop-down.
<input checked="" type="checkbox"/> New Roles and Changing Landscapes 3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.
<input checked="" type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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:
In the committee's exploration of ways to use new roles and changing landscapes in libraries to encourage participation from a broader range of individuals, we will relate not only to our own committee goal areas, but also the VAL diversity goal.

Activity #3 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Re-introduce project	Oct/Nov 2019	Chair	
Re-engage members	Fall 2019	Chair, co-Chair	
Discuss in terms of all -committee project or sub-group project	Oct/Nov 2019	NRCL committee	
Continue exploration of this pipeline idea, develop concrete	Winter 2020 and Spring 2020		
implementation plans. Determine deliverables			

Activity #3 Assessment
How will success be measured?
Buy-in from entire committee and members volunteer to contribute, as well as support from SPOS/ACRL.

This page included to accommodate double sided printing.



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

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

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

Committee Name & Charge	
Committee Name:	Research and Scholarly Environment Committee
Charge/Tasks:	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

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

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

Report & Work Plan Submission			
Year-end report written by:	Yasmeen Shorish	Date:	July 15, 2019
Work plan submitted by:	Nathan Hall	Date:	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	
Activity Name:	Research Grant Selection
Brief Description:	A sub-committee, led by MD Galvin, will review project proposals for the ACRL Scholarly Communications Research Grants.

Activity #1 Timeline
How long will this project take?
<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>
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input checked="" type="checkbox"/> Research and Scholarly Environment 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> New Roles and Changing Landscapes Select from drop-down.
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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 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: http://www.ala.org/acrl/awards/researchawards/scholcommgrants .

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input checked="" type="checkbox"/> Research and Scholarly Environment 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> New Roles and Changing Landscapes Select from drop-down.
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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:
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	
Activity Name:	Relations Subcommittee
Brief Description:	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
How long will this project take?
<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
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input type="checkbox"/> Research and Scholarly Environment 3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.
<input type="checkbox"/> New Roles and Changing Landscapes Select from drop-down.
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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 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	
Activity Name:	ACRL/SPARC Forums
Brief Description:	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
How long will this project take?
<input checked="" type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date:

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input checked="" type="checkbox"/> Research and Scholarly Environment 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> New Roles and Changing Landscapes Select from drop-down.
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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 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	
Activity Name:	“Scholarly Communications” column in C&RL News
Brief Description:	Two co-editors work together to solicit and review column drafts for publication in C&RL News

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input checked="" type="checkbox"/> Research and Scholarly Environment 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> New Roles and Changing Landscapes Select from drop-down.
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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:

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input checked="" type="checkbox"/> Research and Scholarly Environment 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> New Roles and Changing Landscapes Select from drop-down.
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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:
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	
Activity Name:	Scholarly Communications Toolkit
Brief Description:	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. http://acrl.libguides.com/scholcomm/toolkit/

Activity #7 Timeline
How long will this project take?
<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>
Check one box below. If applicable, select objective from drop-down.
<input type="checkbox"/> Value of Academic Libraries Select from drop-down.
<input type="checkbox"/> Student Learning Select from drop-down.
<input checked="" type="checkbox"/> Research and Scholarly Environment 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input type="checkbox"/> New Roles and Changing Landscapes Select from drop-down.
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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 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	
Activity Name:	Emerging Leaders project: Roadshow targeted marketing project
Brief Description:	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
How long will this project take?
<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>
Check one box below. If applicable, select objective from drop-down.
<input checked="" type="checkbox"/> Value of Academic Libraries 3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libra
<input checked="" type="checkbox"/> Student Learning 1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.
<input checked="" type="checkbox"/> Research and Scholarly Environment 2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, lit
<input checked="" type="checkbox"/> New Roles and Changing Landscapes 2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve i
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion
<input type="checkbox"/> 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 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.

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: 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

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: Nicole E. Brown
- Vice-chair: Alex R. Hodges
- Board liaison: Caroline Fuchs
- Staff liaison: Mary Jane Petrowski

Report submitted by: Nicole Brown

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 2019-2020 [Work Plan](#) is arranged around 4 Project Teams

- Professional Development Team
- OER Toolkit Team
- Publications Team
- Engagement Team

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

Ongoing & Upcoming Activities

- Professional Development Team:
 - Collaborated with all Team Leads to host two events at Midwinter:
 - SLILC Forum
1/25/2020 - 10:30 AM - 11:30 AM; Loews Hotel Philadelphia
 - IL Framework Professional Development
1/26/2020 - 9:00 AM- 10:00 AM; Loews Hotel Philadelphia
 - Beginning work to integrate EDI principles into the Framework RoadShow curricula.
 - Having discussions of bringing in a speaker on colorblind racism for a possible webinar post-Midwinter.
- OER Toolkit Team:
 - Finding and briefly annotating resources that support open pedagogy, which will be shared soon.
 - Clarifying and scoping the vision for the project — the team narrowed the focus to open pedagogy and OER-enabled pedagogy and is collecting supporting resources and engaging with the community at appropriate.
 - Taking the lead on developing prompts for the *Framework Professional Development* session at Midwinter.

- Publications Team:
 - Soliciting and editing the *C&RL News* Perspectives on the Framework column (edited one column and are getting ready to submit to *C&RL News*).
 - Began brainstorming topics for a *Keeping Up With* column.

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

Ongoing & Upcoming Activities

- Engagement Team:
 - Working on updates to web pages:
 - SLILC LibGuide page: <https://acrl.libguides.com/studentlearning>
 - Liaisons Talking Points Guide: <https://acrl.libguides.com/val/liaisons>
 - Working on a plan to identify potentially underserved groups of librarians in order to develop regional discussions (in-person / virtual) for SLILC goal areas.
- All teams collaborated together to plan and run the two Midwinter events.

Challenges

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

- Adding the Scholarship of Teaching & Learning RoadShow to the SLILC portfolio is not a significant challenge, but it does involve amending the Work Plan and adding additional action items.

Priorities

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

- Chair and Vice Chair will be working with each project team to carry out the [Work Plan](#). The Team Leads approach is working well, and we are moving forward.

Environmental Scan

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

- Recently, EDUCAUSE released the following pieces about inclusive pedagogy:
 - [A Taxonomy of Inclusive Design: On Disclosure, Accessibility, and Inclusion](#)
 - [Moving a Taxonomy of Inclusive Design from Theory to Practice](#)

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?

- Professional Development Team is discussing bringing in an outside speaker for a webinar. This might require funding. What are our options for working with ACRL to pay a speaker?
- Publications Team - Interested in possibly editing a book, so we're thinking through what that might look like. Any guidance would be appreciated.
- OER Toolkit Team - Once a determination is made for what this resource will look like (i.e. something new vs. a refresh of an existing LibGuide), we anticipate the need for discussion (perhaps at Annual) about how a Toolkit will be publicized, where it will live, how it will be discovered, and who will maintain it. Dovetails with questions about ACRL's strategy for promoting and maintaining SLILC-generated materials.
- Engagement Team - Identified the need to think about how to identify underserved groups of librarians in order to clarify our audience for potential regional discussions. We could use help from ACRL to think through this.



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

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

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

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

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

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

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

Year-End Report 2018-2019

STUDENT LEARNING & INFORMATION LITERACY COMMITTEE

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

[ALA Annual Project Team Update](#)

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

A brief list is suggested here.

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

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

Activities/ Project Teams:

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

2. What were the relevant results for your projects?

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

Professional Development:

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

Curricular Design and Sustainability

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

Conference Planning

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

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

Framework Resources

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

Assessment

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

Strategic Partnerships

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

Discoverability of Committee Resources

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

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

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

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

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

4. What worked well?

A brief list is suggested here.

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

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

5. What could have worked better?

A brief list is suggested here.

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

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

A brief list is suggested here.

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

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

Optional

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

Optional

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

9. Any other comments, recommendations, or suggestions?

Optional

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

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

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2019–2020 Work Plan

Activity #1: SLILC Professional Development Team

Brief Description

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

Lead: Cara Berg

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

Activity Timeline: How long will this project take?

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

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

Select a SLILC Objective, if applicable

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

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

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

Activity #1 Outline

Outline the steps and deadlines planned to complete the project.

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

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

Activity #1 Assessment

How will success be measured?

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

Activity #2: SLILC OER Toolkit Team

Brief Description

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

Lead: Meg Meiman

Members: Amanda Folk, remaining members to be determined

Activity Timeline: How long will this project take?

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

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

Select a SLILC Objective, if applicable

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

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

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

Activity #2 Outline

Outline the steps and deadlines planned to complete the project.

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

Activity #2 Assessment

How will success be measured?

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

Activity #3: SLILC Publications Team

Brief Description:

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

Lead: Melissa Mallon

Members: remaining members to be determined

Activity Timeline: How long will this project take?

☒ continuous project assigned in charge

☐ short-term project that will be completed this membership year

☐ multi-year project continuing past June 30, 2020. Expected completion date _____

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

Select a SLILC Objective, if applicable

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

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

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

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

Activity #3 Outline

Outline the steps and deadlines planned to complete the project.

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

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

Activity #3 Assessment

How will success be measured?

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

Activity #4: SLILC Engagement Team

Brief Description

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

Lead: Sara Miller

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

Activity Timeline: How long will this project take?

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

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

Select a SLILC Objective, if applicable

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

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

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

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

Activity #4 Outline

Outline the steps and deadlines planned to complete the project.

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

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

Activity #4 Assessment

How will success be measured?

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

Activity #5: SLILC Leadership Team

Brief Description

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

Leads: Nicole Brown & Alex Hodges

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

Activity Timeline: How long will this project take?

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

[ACRL Plan for Excellence](#)

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

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

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

Activity #5 Outline

Outline the steps and deadlines planned to complete the project.

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Ensure SLILC's renewed singular focus to support our goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Foster group norms and shared processes and make connections between committee members	September SLILC Kick Off Meeting	Chair and Vice Chair	Support from ACRL staff liaison
Liaise with Teams and enable them to draw on each other in a matrix fashion	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Communicate and be responsive to ACRL Board and staff requests	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Leverage the ACRL structure to disseminate information about inclusive, equitable instruction	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Guard against scope creep (e.g. recruitment, retention, hiring practices intersect with our charge, but are beyond it)	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Secure resources to educate the Committee on EDI	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison
Coordinate budgetary allocations	Ongoing	Chair and Vice Chair	Support from ACRL staff liaison

Activity #5 Assessment

How will success be measured?

SLILC will have a productive year in 2019-2020, and the committee will be set up for future success.

This page included to accommodate double sided printing.

Association of College & Research Libraries
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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: Value of Academic Libraries 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: Jill Becker
- Vice-chair: Amanda L. Folk
- Board liaison: Emily Daly
- Staff liaison: Kara Malenfant

Report submitted by: Jill Becker & Amanda Folk

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.

A brief bulleted list is recommended.

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

Ongoing activities

- VAL Travel Grants
- Special VAL issue of *College & Research Libraries*
- VAL Library Impact Grants

Upcoming activities

An evaluation of the Travel Grants and Library Impact Grants will begin and recommendations will be made regarding continuation.

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

Ongoing activities

- VAL Travel Grants
- VAL Library Impact Grants

Upcoming activities

An evaluation of the Travel Grants and Library Impact Grants will begin and recommendations will be made regarding continuation.

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

Ongoing activities

- VAL Travel Grants
- VAL Library Impact Grants
- Exploration of learning analytics

Upcoming activities

The Learning Analytics subcommittee will make a recommendation about how to proceed with the potential development of a related toolkit/LibGuide.

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

Ongoing activities

- Equity & Social Justice Spotlights Series on ACRL Insider

Upcoming activities

Outreach has begun to colleagues (in academic libraries and higher education), and we hope to launch the series sometime in January.

Challenges

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

Many committee members are committed and enthusiastic about the work; however, about one-third of members are not terribly engaged. This creates more work for those who are engaged, especially with the volume of activity that VAL currently has.

Priorities

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

- Launching the Equity & Social Justice Spotlight Series
- Evaluating the Travel and Library Impact Grant programs
- Working with ACRL staff (Chase Ollis and David Free) to think about VAL's web presence
- Identifying a relevant tool/information resource related to learning analytics

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?

- Promotion of Library Impact Grants
- Feedback on review of Travel and Library Impact Grants
- Recruitment of people to be profiled in the Equity & Social Justice Spotlight



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

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

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

Committee Name & Charge	
Committee Name:	
Charge/Tasks:	

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

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

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

2018–19 Year-end Report

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

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

2. What were the relevant results for your projects?

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

4. What worked well?

5. What could have worked better?

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

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

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

9. Any other comments, recommendations, or suggestions?

2019–20 Work Plan

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

Work Plan Activity #1	
Activity Name:	
Brief Description:	

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
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)
Provide a brief sentence connecting your project to the goal area and objective you selected:

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

Activity #1 Assessment
How will success be measured?

2019–20 Work Plan

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

Work Plan Activity #2	
Activity Name:	
Brief Description:	

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
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)
Provide a brief sentence connecting your project to the goal area and objective you selected:

Activity #2 Outline

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

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #2 Assessment

How will success be measured?

--

2019–20 Work Plan

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

Work Plan Activity #3	
Activity Name:	
Brief Description:	

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
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)
Provide a brief sentence connecting your project to the goal area and objective you selected:

Activity #3 Outline

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

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #3 Assessment

How will success be measured?

--

2019–20 Work Plan

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

Work Plan Activity #4	
Activity Name:	
Brief Description:	

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
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)
Provide a brief sentence connecting your project to the goal area and objective you selected:

Activity #4 Outline

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

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #4 Assessment

How will success be measured?

--

2019–20 Work Plan

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

Work Plan Activity #5	
Activity Name:	
Brief Description:	

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
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)
Provide a brief sentence connecting your project to the goal area and objective you selected:

Activity #5 Outline

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

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #5 Assessment

How will success be measured?

--

2019–20 Work Plan

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

Work Plan Activity #6	
Activity Name:	
Brief Description:	

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
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)
Provide a brief sentence connecting your project to the goal area and objective you selected:

Activity #6 Outline

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

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)

Activity #6 Assessment

How will success be measured?

--

2019–20 Work Plan

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

Work Plan Activity #7	
Activity Name:	
Brief Description:	

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

ACRL Plan for Excellence
Check one box below. If applicable, select objective from drop-down.
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)
Provide a brief sentence connecting your project to the goal area and objective you selected:

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

Activity #7 Assessment
How will success be measured?

This page included to accommodate double sided printing.

Financial Report

Carolyn Henderson Allen

Budget & Finance Committee Chair



I am pleased to report that ACRL completed the fiscal year 2019 (FY19) in excellent financial condition. Collaboration among the ACRL Board of Directors, Budget and Finance Committee, and Executive Director ensured that association finances remained sound. Fiscal sustainability is a top priority of the ACRL staff and member leaders. Membership development and services to members are essential areas in advancing the hallmark initiatives of the Plan for Excellence and ACRL's Core Commitment to Equity, Diversity, and Inclusion.

As in previous years, this report gives an overview of ACRL finances in a streamlined format. Detailed spreadsheets for FY19 are available on the *C&RL News* website.

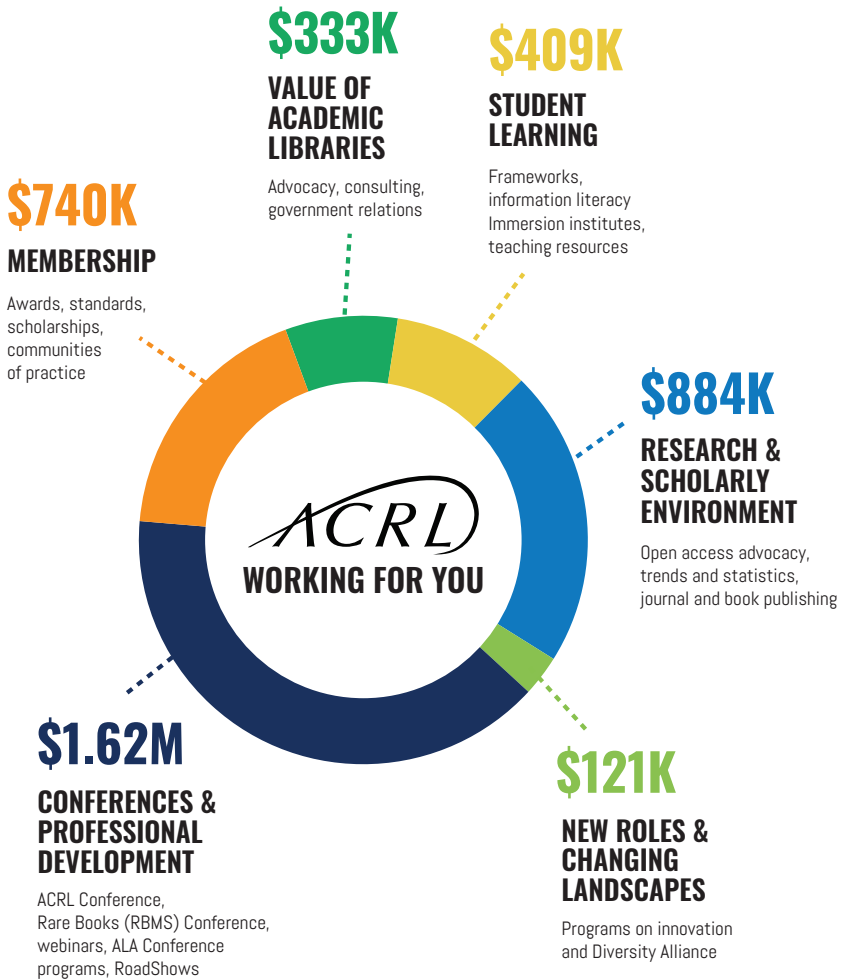
The Budget and Finance Committee has developed a simple graphic presentation of expenditures outlining the average spending for the past four years. The infographic ACRL Working for You in this report presents the average of the last four years of expenditures, to account for the variations between the alternating ACRL conference and non-conference years. The infographic is available on page 677.

ACRL	FY2019 ACTUAL	FY2019 BUDGET	VARIANCE	FY2017 ACTUAL	VARIANCE FY17 to FY19
Revenues	\$5,115,731	\$5,063,591	\$52,140	\$5,368,999	(\$253,268)
Expenses	\$4,422,570	\$4,771,907	(\$349,338)	\$3,979,693	\$417,143
Overhead to ALA	\$811,598	\$849,136	(\$37,538)	\$840,744	(\$29,146)
Total Expenses	\$5,234,168	\$5,621,043	(\$386,875)	\$4,820,438	\$413,730
NET REVENUE	(\$118,437)	(\$557,452)	\$439,015	\$548,561	(\$666,998)
Transfer to Choice (FY19) or LTI (FY17)	\$0	\$450,000	(\$450,000)	\$250,000	(\$250,000)
Net Asset Balance	\$3,311,823	\$2,422,808	\$889,015	\$4,687,946	(\$1,626,123)

CHOICE	FY2019 ACTUAL	FY2019 BUDGET	VARIANCE	FY2018 ACTUAL	VARIANCE FY18 to FY19
Revenues	\$2,520,863	\$2,797,719	(\$276,856)	\$2,813,283	(\$292,420)
Expenses	\$2,364,839	\$2,345,898	(\$18,941)	\$2,573,931	(\$209,092)
Overhead to ALA	\$334,014	\$369,299	\$35,285	\$371,353	(\$37,339)
Total Expenses	\$2,698,854	\$2,715,197	(\$16,343)	\$2,945,284	(\$246,431)
NET REVENUE	(\$177,991)	\$82,522	(\$260,512)	(\$132,001)	(\$45,990)
Open Choice Write Down (FY19) or Transfer from ACRL (FY18)	\$176,324	\$0	\$176,324	\$525,000	\$348,676
Net Asset Balance	\$2,571,979	\$3,008,816	(\$436,837)	\$2,926,294	\$354,315

NOTE: Figures provided are based on unaudited FY19 closing report, as of November 4, 2019.

Financial Report



On average, ACRL invests over \$4.1* million annually to support its strategic initiatives, infusing this work with its core commitment to equity, diversity, and inclusion, and to fund conferences and events to further the work of higher education librarians and information professionals. These initiatives are funded through an array of revenue streams—including dues, donations, registrations, publications, and advertising.

* Average of the past 4 years of expenses.

All other figures also averages of the past 4 years of expenses.

ACRL
Advancing Learning
Transforming Scholarship
Association of College & Research Libraries
Advancing the Academic Library Profession
www.acrl.org

Financial Report

Fiscal Year-End Summary as of August 31, 2019

The ALA and thus ACRL fiscal year is September 1 through August 31. As mentioned above, the budget report outlines expenditures for FY19, a year in which the biennial ACRL conference is held.

ACRL's total revenues slightly exceeded budget (by 1% or by \$52,140) while total expenses were under budget (by \$386,875 or 7%), resulting in an improved net expense of -\$118,437 rather than the -\$557,452 budgeted. As a reminder, to invest in programs and services for members ACRL is intentionally spending down its net asset balance and planned a deficit for FY19, even though typically there would be a positive net in an ACRL conference year.

The ACRL conference was a programmatic and financial success. While registration, advertising, and exhibits performed slightly under budget, the generosity of ACRL sponsors exceeded budget, and staff reduced expenses leading to a net revenue of \$342,292 over the course of the two planning years, higher than budgeted. As a reminder ACRL charges all salaries and benefits back to the projects via a time study, so this net revenue includes staffing expenses.

Dues revenue continued a slight decline, missing budget by 1% or \$4,168. Sales of advertising and subscriptions in ACRL publications were mixed, with *C&RL News* meeting gross budget at \$613,958, *C&RL* advertising and royalties coming in \$538 less than budget, and *RBM* exceeding revenue for subscriptions by \$3,193 or 22%, with paid print subscribers holding on longer than expected after the move to open access. However, advertising in *RBM* missed budget by 3% or \$1,042.

Sales of *Academic Library Trends & Statistics* grossed 5% more than budgeted at \$123,554. However, additional costs for a reprint and the development of a new survey were unexpected budget additions, leading to a net loss of \$24,379. Book publishing had a very successful year. Despite missing gross revenues by 2% or \$5,423, expenses were less than budget, and the year-end net was \$114,927 against a net budget of \$22,099. An interesting trend to note is the rapid increase in digital sales, which exceeded budget by 165% and offset the print sales, which were 15% below budget.

Gross revenues for consulting were below budget due to fewer than expected clients in the fourth quarter, but the first quarter of FY20 is off to a busy start. Webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget, likely due to a reduced interest in local and regional professional development in an ACRL conference year.

ACRL saved \$152,635 in salaries and benefits due to an open staff position and the decision to outsource the management of ACRL's consulting services. Delay of some member-led initiatives resulted in unforeseen savings: fewer visits to higher education associations, delayed research grants for scholarly communications, less travel, and a delayed committee-led messaging campaign. Some of these savings will carry over to FY20. Additionally, there were savings in conference expenses, printing expenses, supplies, postage, and strategic plan implementation.

During FY19, ACRL delivered \$811,598 in overhead payments to the ALA general fund.

Financial Report

Choice Performance Comments FY19 Final Close

The decision in January 2019 to write off expenses incurred developing the now-discontinued Open Choice, a proposed discovery and evaluation service for open educational resources, injected some \$316,236, all unbudgeted, into the FY19 performance reports. Of these, \$176,324 reflects a write-down of capitalized software development charges incurred for prototyping. The balance, \$139,912, represents salary and author payments and is thus reported under operating expenses. If these editorial charges were to be subtracted from net revenues, the actual operating loss for the year would have been -\$38,079, the second lowest deficit since FY12.

Subscription revenue was \$1,306,130, some 5% below budget, due to declines in revenue from print products (*Choice* magazine and Reviews on Cards), and was 9% below the previous year. The digital publication Choice Reviews likewise ended the year 5% below budget (but only 4% below prior year). Co-publications with ProQuest and The Charleston Company were slightly ahead of budget on a combined basis, but with divergent trajectories: up about 10% on ccAdvisor and down 7% for Resources for College Libraries (RCL), the latter representing a normal fluctuation in sales. Overall, subscriptions are under pressure everywhere from declining collection development budgets and a reduced need for reviews.

Royalties for licenses to use Choice and RCL content on third-party platforms finished the year on budget at \$521,691. Licensing continues to be a stable revenue stream, and closely tied to the subscription revenues of the major firms such as ProQuest, EBSCO, and Baker & Taylor that offer them.

Print advertising in *Choice* magazine experienced significant shortfalls, as diminished circulation and an industry-wide reassessment of ROI for advertising are having a significant impact. Overall advertising revenue was \$178,000 (28%) below budget, with print losses accounting for almost \$134,000 of this amount. By contrast, sponsorship platforms—webinars, podcasts, and white papers—performed well. Webinars finished the year with \$138,882 in net revenue (after the split with ACRL), just slightly below budget but over \$36,000 better than last year, while podcasts and white papers together outperformed budget by some 8%. Sponsorship platforms continue to attract robust audiences with webinar registrations topping 17,000, podcasts having more than 33,000 listeners, and each of the first three white papers garnering close to 1,000 downloads.

Despite the \$139,912 write-down of Open Choice prepaid editorial expenses, recorded in salary and outside services, Choice managed to finish the year with expenses only \$16,343 worse than budget. Careful management of costs in all operational categories except payroll and outside services, both affected by the write-down, were well below budget. Direct spending was about \$31,000 more than budget; interunit transfers were not as high as budget owing to the fact that items budgeted as expenses to be transferred to ACRL were direct-billed instead; and overhead was not as high as expected on reduced revenue.

During FY19, Choice delivered \$334,014 in overhead payments to the ALA general fund.

About the 2019 Annual Report cover

The cover of the 2019 Annual Report features images of some of the more than 4,000 library workers, exhibitors, speakers, and guests from around the world who attended the ACRL 2019 Conference, held April 10–13, in Cleveland.

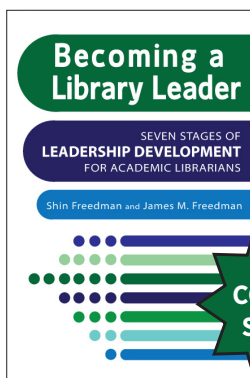


Financial Report

Budget & Finance Committee, 2018–2019

Carolyn Henderson Allen, *University of Arkansas, chair*
 Tara Baillargeon, *Marquette University*
 Rickey D. Best, *Auburn University–Montgomery*
 Fannie M. Cox, *University of Louisville*
 Georgie Lynn Donovan, *College of William & Mary*
 Erika Dowell, *Indiana University*
 Alexia Hudson-Ward, *Oberlin College*
 Kevin Wade Merriman, *Yale University*
 Joe Mocnik, *North Dakota State University*
 Marla E. Peppers, *California State University–Los Angeles*
 Brian Rennick, *Brigham Young University*
 Kristen Grace Totleben, *University of Rochester*
 Karen Munro, *Simon Fraser University, ex-officio*
 Mary Ellen K. Davis, *ACRL/ALA, ex-officio*
 Allison Payne, *ACRL/ALA, staff liaison*

NEW FROM ACRL PRESS



Becoming a Library Leader: Seven Stages of Leadership Development for Academic Librarians

by Shin Freedman and James M. Freedman

All titles will be available
in the ALA Store at
<http://www.alastore.ala.org>

COMING
SOON!

The Sustainable Library's Cookbook

edited by Raymond Pun and
Gary L. Shaffer



NEW!

This page included to accommodate double sided printing.

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



Memo

To: ACRL Board of Directors
 ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: January 2020

Re: 1st Quarter Report, FY 2020

The attached spreadsheet (Doc 9.1) details the performance for the first quarter of FY2020, ending November 30, 2019. An executive summary and highlights of financial performance for ACRL and CHOICE follow.

As a reminder, ACRL's budget is best considered on a two-year cycle due to the ACRL Conference. Revenues and expenses for the Conference are spread across two years creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the CHOICE budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY18 1st quarter actual, so comparisons between two budgets in ACRL non-conference years can be made

Executive Summary

ACRL Total	FY20 1st Q Actual	FY20 1st Q Budget	Var.	FY18 1st Q Actual	Var. FY18 to FY20
Revenues	\$443,032	\$523,264	(\$80,233)	\$508,087	(\$65,055)
Expenses	\$732,041	\$805,274	(\$73,233)	\$735,478	(\$3,437)
NET	(\$289,009)	(\$282,010)	(\$6,999)	(\$227,391)	(\$61,618)

CHOICE Total	FY20 1st Q Actual	FY20 1st Q Budget	Var.	FY19 1st Q Actual	Var. FY19 to FY20
Revenues	\$680,971	\$627,126	\$53,845	\$644,432	\$36,539
Expenses	\$675,017	\$677,420	(\$2,403)	\$666,272	\$8,744
NET	\$5,954	(\$50,294)	\$56,248	(\$21,840)	\$27,794

ACRL's FY20 first quarter performance report from ALA looks a bit worse than it is due to missing classified ad revenue of \$29,967 and webinar revenue of \$6,750 (both of which should post in the December report). If we add this \$36,717 to the total revenues, we have a total of \$479,749 against the \$523,264 budget with a variance of 8.3%.

Helpfully, ACRL expenses are 9% below budget at \$732,041 actual versus a budget of \$805,274. This improves the actual net against the budgeted net to 10.5% with an actual net expense of -\$252,292 against the budgeted net expense of -\$282,010. However, as a reminder ACRL is actively investing its net asset balance in member programs and services and the ACRL Board approved a budget with a - \$920,682 deficit for FY20.

ACRL Revenues

As mentioned, adjusted revenues were below budget by 8.3% at \$479,749 against the budget of \$523,264. As is typical performance varies by business line, but is more typically below budget.

Here are some highlights of projects generating more gross revenues than budgeted:

- ACRL's Consulting business has been very busy this fall with gross revenues of \$30,825 or 39% ahead of budget. With projects lined up we are expecting to make budget in gross revenues.
- In a surprise, YTD revenues from print product ads in *C&RL News* are \$33,906 or 66% or \$13,453 more than the budgeted \$20,453. We must temper enthusiasm over this reversal by noting that the FY20 budget was 20% less than the FY19 budget and that some of the revenue includes ads for future issues that were paid ahead.
- In another surprise, subscriptions are running 13% ahead of budget, generating \$12,435 against a budget of \$10,996 or \$1,439 more than budget, perhaps due to a slower than expected drop off of subscribers to our open access publications.

Revenue lines underperforming include:

- Membership continues to struggle; down 4% to \$146,813 or \$6,012 less than the budget of \$152,821 and a loss of 300 members since November 2018. The environment is changing; in November 2019, a college-advising company scuttled its plans to release a list of 952 private, nonprofit colleges that it expects to run out of money and close in the coming years, according to a new financial-modeling tool and since September 1, we've noted 59 school closures as we update our list of academic institutions.
- Book sales are \$25,000 below budget. Several new books anticipated to publish in Q1 were moved to January to publish as a set, so that revenue is now expected in Q2. Significant royalty payments arrived in December, so that line will see a notable increase in Q2, as well. While print sales continue to decline, royalties from ebooks are increasing. We hope to make budget by year end.
- Even adding in the missing \$29K, JobLIST revenue collections overall are off budget by about 10% YTD. The number of ads placed is down about 4% YTD, so JobLIST is still being used but the ads sold this autumn have included fewer premium upgrade options. We still hope to make budget by year end.
- Licensed workshop (RoadShow) revenues are \$8,500 below budget. Budgeted revenues for roadshows are spread evenly across the fiscal year, as workshops may be requested at any time and there is not usually a specific timeframe where requests are heaviest. So it is possible that revenue could be made up later in the year.

ACRL Expenses

ACRL expenses are 9% below budget at \$732,041 actual versus a budget of \$805,274. Some of this is timing; first quarter is always early to make close projections. As always, we will carefully monitor expenses against budget and adjust as possible against declining revenues.

ACRL Net revenue

Per the performance reports ACRL ended the first quarter with net expense of -\$289,009 against a budget of -\$282,010 or \$6,999 or 2% less than budgeted. However, if we were to add the missing revenue from classified ads and webinars, as noted earlier, that and savings on expenses improves the actual net against the budgeted net to 10.5% with an actual net expense of -\$252,292 against the budgeted net expense of -\$282,010.

ACRL LTIs

ACRL's long-term investments ended FY19 (8/31/19) at \$4,956,786. At the end of November 2019 they had appreciated by \$236,385 to \$5,193,171.

Choice Performance

FY20 Q1

Choice overall financial performance through the first quarter is ahead of budget, with net operating income of \$5,954 on revenues of \$680,970 and expenses of \$675,016. As discussed below, much of the apparent improvement over budget, some \$56K thus far, is simply the result of timing. Even so, in a challenging environment, Choice is holding its own.

Table 1: Choice Unit Performance

	November 2019							
CHOICE 404	Budget (Year)	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Beginning Net Assets	2,571,980	2,571,980	2,571,980	0	0%	2,926,294	(354,314)	-12.11%
TOTAL REVENUES	2,645,629	627,126	680,970	53,844	8.6%	644,434	36,536	5.67%
Total Expenses before OH/Taxes	2,275,080	587,617	583,717	3,900	0.7%	574,267	(9,450)	-1.65%
Contribution Margin	370,549	39,509	97,253	57,744	146.2%	70,167	27,086	38.60%
Overhead	350,546	82,498	90,229	(7,731)	-9.4%	85,414	(4,815)	-5.64%
Allocations (575 Main St)	29,225	7,306	1,070	6,236	85.4%	6,592	5,522	83.77%
Tax	0	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL EXPENSES	2,654,851	677,421	675,016	2,405	0.4%	666,273	(8,743)	-1.31%
Net Revenue/(Expense) from Ops	(9,222)	(50,295)	5,954	56,249	111.8%	(21,839)	27,793	127.26%
Ending Net Asset Balance	2,562,758	2,521,685	2,577,934	56,249	2.2%	2,904,455	(326,521)	-11.24%

REVENUES

Choice unit revenues are currently running \$54K ahead of budget and \$37K ahead of prior year, with the variances dependent largely on differences between budget calendarization and actual revenue recognition.

Table 2: Choice Unit Revenues

	November 2019						
404 UNIT REVENUES							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Subscriptions	294,745	340,727	45,982	15.60%	366,713	(25,986)	-7.09%
Advertising/Sponsored Content	142,987	117,305	(25,682)	-17.96%	121,225	(3,920)	-3.23%
Webinars	39,844	57,000	17,156	43.06%	42,500	14,500	34.12%
Royalties	127,800	156,643	28,843	22.57%	96,374	60,269	62.54%
Other \$	21,750	9,295	(12,455)	-57.26%	17,622	(8,327)	-47.25%
Total Revenue	627,126	680,970	53,844	8.59%	644,434	36,536	5.67%

Subscriptions: Subscriptions to Choice “core” products—*Choice Reviews*, *Choice*, and *Reviews on Cards*—are tracking budget closely but showing predictable year-over-year declines of 11% for print and 3% for digital. For its part, *ccAdvisor* continues to disappoint, and the addition of a professional sales force (EBSCO) in the spring of this past year has yielded no appreciable growth in subscription revenue. But the first-quarter *Resources for College Libraries* subscription payment from ProQuest, budgeted for December, arrived in November, and this timely deposit contributed to a \$46K positive variance to budget in subscriptions overall (\$341K vs. \$295K).

Table 3: Subscriptions

	November 2019						
SUBSCRIPTIONS							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	96,590	96,077	(513)	-0.53%	108,012	(11,935)	-11.05%
Choice cards	22,651	22,193	(458)	-2.02%	24,885	(2,692)	-10.82%
Subtotal Choice Print	119,241	118,270	(971)	-0.81%	132,897	(14,627)	-11.01%
Choice Reviews	166,129	162,730	(3,399)	-2.05%	167,393	(4,663)	-2.79%
Total Choice	285,370	281,000	(4,370)	-1.53%	300,290	(19,290)	-6.42%
ccAdvisor	9,375	7,598	(1,777)	-18.95%	9,518	(1,920)	-20.17%
Resources for College Libraries	0	52,129	52,129	#DIV/0!	56,905	(4,776)	-8.39%
TOTAL SUBSCRIPTIONS	294,745	340,727	45,982	15.60%	366,713	(25,986)	-7.09%

Average print circulation for *Choice* declined 8% in FY19 and thus far this year is down another 10%, a rate of decline consistent with performance over the past half-decade. *Choice Reviews* circulation during the first three months of FY20 is down 3%, continuing a trend of modest declines over the past two years.

Advertising and Sponsorships:

Choice magazine: As recently as FY17 *Choice* magazine brought in close to \$450K annually in gross ad revenue. Advertising revenue for the magazine dropped to \$350K in FY18, and last year, \$266K. The figures shown in Table 4, below, representing net (after commission) sales, indicate that this trend continues. While close to budget, magazine ad sales are running almost \$11K below this time last year, indicating once again that traditional “space” and digital banner advertising has entered a secular decline, as our advertising partners look to more direct and engaging forms of communication with their customers.

Choice Reviews: Prior to this year, advertising revenues for *Choice Reviews* included revenue from eblasts and newsletters, properties that share little in common with *Choice Reviews* except for the fact that both are “digital.” To eliminate this historical anachronism and provide a better basis for analyzing our digital revenues, for FY20 newsletters and eblasts have been moved to project 3914, Content Marketing. As a result, year-over-year comparisons of ad revenue for *Choice Reviews* are no longer valid. Through November, CR ad revenue proper is running slightly ahead of budget.

Content Marketing: Content marketing comprises podcasts, white papers, eblasts, and newsletters. (Strictly speaking, webinars should be included here as well, but they remain a separate category in ALA accounting and thus appear on their own line). Budgeting for this category is challenging, as so much depends on the budgets and publication schedules of our advertisers and sponsors. As a result, the performance to budget year-to-date as shown below is not particularly illuminating. In fact, through November, podcast revenue is 111% better than last year, newsletters and eblasts are even with a year ago, and we have a contract for one white paper later this fiscal year, with two potential sponsors lined up for additional studies. Overall, as of 31 December, total content marketing bookings for this fiscal year, including contracts for future months, stand at 74% of the full-year budget.

Webinars: Our sponsored webinar program is off to another strong start, with \$57K in gross receipts—before commissions and the split (15%) with ACRL—against a budgeted \$40K year-to-date. Attendance in October set something of a record, as the APA Publication Manual webinar garnered 3,870 registrants and over 1,000 attendees, with many more turned away because of contractual terms with WebEx that limit the size of our “room.” Webinar bookings through the end of the fiscal year already equal full-year totals from FY19.

Table 4: Advertising and Sponsorships

	November 2019						
ADVERTISING & SPONSORSHIPS (net)							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	71,625	69,140	(2,485)	-3.47%	79,801	(10,661)	-13.4%
Choice Reviews	7,162	8,957	1,795	25.06%	37,750	(28,793)	-76.3%
Content Marketing	63,009	40,178	(22,831)	-36.23%	3,478	36,700	1055.2%
ccAdvisor	2,984	2,493	(491)	-16.45%	2,206	287	13.0%
Total	144,780	120,768	(24,012)	-16.59%	123,035	(2,267)	-1.8%
Webinars	38,051	53,537	15,486	40.70%	40,690	12,847	31.6%
TOTAL ADVERT & SPONSHIPS	182,831	174,305	(8,526)	-4.66%	163,725	10,580	6.5%

Licensing: Licensing (royalty) income is ahead of budget, again owing to timing. In December we renegotiated a one-year level extension of our Books in Print/Syndetics license with ProQuest, eliminating the area of greatest uncertainty in the FY20 licensing budget. Thus, and with the usual cautions, we expect no difficulty meeting our revenue goal (\$519K) for FY20.

Table 5: Licensing

	November 2019						
LICENSING							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice	250	97	(153)	-61.20%	75	22	29.33%
Choice reviews	127,550	148,546	20,996	16.46%	96,299	52,247	54.25%
RCL	0	8,000	8,000	#DIV/0!	0	8,000	#DIV/0!
Choice Reviews	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL LICENSING	127,800	156,643	28,843	22.57%	96,374	60,269	62.54%

EXPENSES

On the expense side, we are exactly on budget (and only slightly behind prior year), with the only significant variances occurring in (1) software development costs (line 5430: \$23K ahead), where we have not yet entered into an agreement with—and thus have not incurred any financial obligation to—a developer to rebuild Choice360.org, and (2) so-called miscellaneous expenses (line 5599: \$26K behind), where the FY19 revenue split with The Charleston Company, for \$27,744, was incorrectly left off the FY19 final close and thus has been charged to FY20. Sigh. Overall, we are controlling spending well and adhering to budget.

Table 6: Direct Expenses

	November 2019						
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	384,830	391,359	(6,529)	-1.70%	380,091	(11,268)	-2.96%
Outside Services	31,413	38,049	(6,636)	-21.13%	48,631	10,582	21.76%
Travel and Related	11,950	7,833	4,117	34.45%	9,716	1,883	19.38%
Meetings and Conferences	1,750	1,250	500	28.57%	468	(782)	-167.09%
Publication-related	97,236	66,189	31,047	31.93%	65,971	(218)	-0.33%
Operating	65,648	79,037	(13,389)	-20.40%	69,390	(9,647)	-13.90%
TOTAL DIRECT EXPENSES	592,827	583,717	9,110	1.54%	574,267	(9,450)	-1.65%

This page included to accommodate double sided printing.

	A	B	C	D	E	F	G	H	I
1	1/7/2020 9:26	FY 2020	FY 2020	FY 2020	\$ Variance	% Variance	FY 2018	\$ Difference	% Difference
2	Sources of Revenue	BUDGET	1st Quarter	1st Quarter	From	From	1st Quarter	From Last	From Last
3			Budget	Nov. Actual	Budget	Budget	Nov. Actual	Year Actual	Year Actual
4	BEGINNING RESERVE LEVELS:								
5	*Reserve Sept. 1: ACRL Op. Reserve Fund	\$3,311,824	\$3,311,824	\$3,311,824	\$0	0.00%	\$4,687,947	(\$1,376,123)	-29.35%
6	Reserve Sept. 1: ACRL LTI Fund (inc. awards)	\$4,954,015	\$4,954,015	\$4,954,015	\$0	0.00%	\$4,180,025	\$773,990	18.52%
7	Reserve Sept. 1: CHOICE Fund	\$2,571,980	\$2,571,980	\$2,571,980	\$0	0.00%	\$2,926,294	(\$354,314)	-12.11%
8	Reserve Sept. 1: CHOICE LTI Fund	\$538,536	\$538,536	\$538,536	\$0	0.00%	\$572,349	(\$33,813)	-5.91%
9									
10	Subtotal	\$11,376,355	\$11,376,355	\$11,376,355	\$0	0.00%	\$12,366,615	(\$990,260)	-8.01%
11	ACRL LTI Net Interest (not inc. awards)	\$87,663	\$21,921	\$222,839	\$200,919	916.57%	\$201,356	\$21,484	10.67%
12									
13	MEMBERSHIP DUES AND OTHER								
14	Dues	\$611,284	\$152,821	\$146,809	(\$6,012)	-3.93%	\$157,268	(\$10,459)	-6.65%
15	Standards & Licensing Fees	\$102,500	\$23,125	\$30,954	\$7,829	33.85%	\$569	\$30,385	5340.06%
16	Misc. Donations	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
17	Awards	\$16,600	\$0	\$500	\$500	N/A	\$0	\$500	N/A
18	Special Events	\$15,125	\$0	\$0	\$0	N/A	\$0	\$0	#DIV/0!
19	Diversity Alliance	\$24,000	\$6,000	\$500	(\$5,500)	N/A	\$5,000	(\$4,500)	-90.00%
20	Subtotal	\$769,509	\$181,946	\$178,763	(\$3,183)	-1.75%	\$162,837	\$15,926	9.78%
21									
22	PUBLICATIONS								
23	CHOICE	\$2,645,629	\$627,126	\$680,971	\$53,845	8.59%	\$644,432	\$36,539	5.67%
24	C&RL	\$16,200	\$3,752	\$3,589	(\$163)	-4.33%	\$3,878	(\$289)	-7.45%
25	C&RL News	\$564,657	\$144,971	\$113,428	(\$31,544)	-21.76%	\$154,313	(\$40,885)	-26.50%
26	RBM	\$27,373	\$13,107	\$14,454	\$1,347	10.28%	\$7,075	\$7,379	6.87%
27	Nonperiodical Publications	\$379,380	\$102,175	\$76,456	(\$26,719)	-25.17%	\$107,444	(\$30,988)	-142.61%
28	Library Statistics	\$157,809	\$32,531	\$21,472	(\$11,058)	-33.99%	\$21,730	(\$258)	-1.19%
29									
30	Subtotal	\$3,791,048	\$923,662	\$910,370	(\$13,292)	-1.44%	\$938,872	(\$28,502)	-3.04%
31									
32	EDUCATION								
33	*Institutes	\$207,214	\$0	\$0	\$0	N/A	\$0	\$0	N/A
34	ACRL Conference	(\$24,000)	(\$6,000)	(\$1,945)	\$4,055	-67.58%	(\$390)	(\$1,555)	398.77%
35	Pre-Conferences & Workshops	\$367,305	\$32,500	\$24,000	(\$8,500)	-26.15%	\$38,250	(\$14,250)	-37.25%
36	Annual Conference Programs	\$16,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A
37	Web-CE	\$90,570	\$18,283	\$12,815	(\$5,468)	-29.91%	\$12,950	(\$135)	-1.04%
38									
39	Subtotal	\$657,089	\$44,783	\$34,870	(\$9,913)	-22.14%	\$50,810	(\$15,940)	-31.37%
40									
41	TOTAL REVENUE	\$5,217,646	\$1,150,390	\$1,124,002	(\$26,388)	-2.29%	\$1,152,519	(\$28,517)	-2.47%
42	CHOICE REVENUE	\$2,645,629	\$627,126	\$680,971	\$53,845	8.59%	\$644,432	\$36,539	5.67%
43									
44	TOTAL REV. W/O CHOICE	\$2,572,017	\$523,264	\$443,032	(\$80,233)	-15.33%	\$508,087	(\$65,055)	-12.80%
45									
46	TOTAL REV. W/O CHOICE or ACRL Conf.	\$2,596,017	\$529,264	\$444,977	(\$84,287)	-15.93%	\$507,697	(\$62,720)	-12.35%

	A	B	C	D	E	F	G	H	I
55									
56		FY 2020	FY 2020	FY 2020	\$ Variance	% Variance	FY 2018	\$ Difference	% Difference
57	OBJECT OF EXPENSE	BUDGET	1st Quarter	1st Quarter	From	From	1st Quarter	From Last	From Last
58	MEMBERSHIP ACTIVITIES		Budget	Nov. Actual	Budget	Budget	Nov. Actual	Year Actual	Year Actual
59	Membership Services*	(\$27,918)	\$7,280	\$4,169	(\$3,111)	-42.73%	\$38,582	(\$34,413)	-89.19%
60	Exec. Cttee. & Board	\$231,143	\$29,566	\$53,717	\$24,152	81.69%	\$66,388	(\$12,671)	-19.09%
61	Advisory	\$87,424	\$15,192	\$22,082	\$6,889	45.35%	\$14,319	\$7,763	54.21%
62	Standards	\$14,454	\$821	\$46	(\$775)	-94.42%	\$2,939	(\$2,893)	-98.44%
63	Awards	\$50,160	\$0	\$0	\$0	N/A	\$1,245	(\$1,245)	N/A
64	Chapters	\$33,659	\$4,273	\$14	(\$4,259)	-99.66%	\$1,097	(\$1,083)	-98.68%
65	Committees	\$171,569	\$270	\$0	(\$270)	-100.00%		\$0	#DIV/0!
66	Sections	\$138,420	\$91	\$526	\$435	476.59%	\$250	\$276	110.46%
67	C&RL Over Revenue	\$0	\$0	\$0	\$0	N/A		\$0	N/A
68	C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A		\$0	N/A
69	Liaisons to Higher Ed. Organizations	\$56,695	\$8,662	\$6,491	(\$2,171)	-25.06%	\$2,973	\$3,518	118.33%
70	Special Events	\$23,195	\$2,827	\$0	(\$2,827)	-100.00%		\$0	N/A
71	Information Literacy	\$15,933	\$625	\$9,390	\$8,765	1402.40%	\$26,500	(\$17,110)	-64.57%
72	Scholarly Communications	\$142,642	\$11,187	\$36,642	\$25,455	227.54%	\$10,727	\$25,915	241.59%
73	Value of Academic Libraries	\$101,370	\$0	\$-315	(\$315)	N/A	\$3,721	\$1,164	31.28%
74	Government Relations	\$55,153	\$5,750	\$4,885	(\$865)	-15.04%	\$13,500	(\$13,500)	N/A
75	Scholarships	\$43,000	\$0	\$0	\$0	N/A		\$0	N/A
76	Annual Conference Programs	\$59,176	\$0	\$0	\$0	N/A		\$0	N/A
77	Diversity Alliance	\$68,016	\$10,114	\$52	(\$10,062)	-99.49%	\$779	(\$727)	N/A
78	New Roles Changing Landscapes	\$19,280	\$3,000	\$3,375	\$375	12.50%		\$3,375	N/A
79	Project Outcome	\$204,492	\$33,576	\$36,328	\$2,752	8.20%		N/A	N/A
80	Subtotal	\$1,487,863	\$133,234	\$177,404	\$44,170	33.15%	\$183,020	(\$5,616)	-3.07%
81	SPECIAL PROJECTS								
82	Friends of ACRL--Restricted	\$0	\$0	\$0	\$0	N/A		\$0	N/A
83	Friends of ACRL--Operating	\$59,106	\$1,114	\$269	(\$845)	-75.89%	\$351	(\$82)	-23.49%
84									
85									
86	Subtotal	\$59,106	\$1,114	\$269	(\$845)	-75.89%	\$351	(\$82)	-23.49%
87									
88	PUBLICATIONS								
89	CHOICE	\$2,654,850	\$677,420	\$675,017	(\$2,403)	-0.35%	\$666,272	\$8,744	1.31%
90	C&RL	\$59,531	\$6,372	\$3,218	(\$3,154)	-49.50%	\$3,550	(\$332)	-9.35%
91	C&RL News	\$604,671	\$81,734	\$53,514	(\$28,220)	-34.53%	\$43,965	\$9,549	21.72%
92	RBM	\$23,080	\$6,424	\$6,315	(\$109)	-1.69%	\$4,831	\$1,484	30.72%
93	Nonperiodical Publications	\$347,828	\$41,744	\$41,233	(\$511)	-1.22%	\$35,233	\$6,000	17.03%
94	Library Statistics	\$97,003	\$31,198	\$5,061	(\$26,137)	-83.78%	\$21,685	(\$16,624)	-76.66%
95									
96	Subtotal	\$3,786,963	\$844,891	\$784,358	(\$60,534)	-7.16%	\$775,536	\$8,822	1.14%
97									
98	EDUCATION								
99	Institutes	\$215,892	(\$1,748)	\$574	\$2,323	-132.85%	\$513	\$61	11.96%
100	ACRL Conference	\$314,954	\$21,330	\$22,872	\$1,542	7.23%	\$8,761	\$14,111	161.07%
101	Pre-Conf & Workshops	\$361,432	\$79,812	\$6,935	(\$72,877)	-91.31%	\$19,446	(\$12,511)	-64.34%
102	Web-CE	\$77,640	\$5,730	\$6,211	\$481	8.40%	\$5,533	\$678	12.25%
103									
104	Subtotal	\$969,918	\$105,123	\$36,592	(\$68,531)	-65.19%	\$34,253	\$2,339	6.83%
109									
110	**UNALLOCATED ADMIN. EXPENSES**	(\$156,355)	\$398,332	\$408,436	\$10,104	N/A	\$408,591	(\$155)	N/A
111	TOTAL EXPENSES	\$6,147,496	\$1,482,694	\$1,407,057	(\$75,637)	-5.10%	\$1,401,751	\$5,306	0.38%
112	CHOICE EXPENSES	\$2,654,850	\$677,420	\$675,017	(\$2,403)	-0.35%	\$666,272	\$8,744	1.31%
113									
114	TOTAL EXP. W/O CHOICE	\$3,492,645	\$805,274	\$732,041	(\$73,233)	-9.09%	\$735,478	(\$3,437)	-0.47%
115									
116	TOTAL EXP. W/O CHOICE or ACRL Conf.	\$3,177,691	\$783,944	\$709,169	(\$74,776)	-9.54%	\$726,718	(\$17,549)	-2.41%

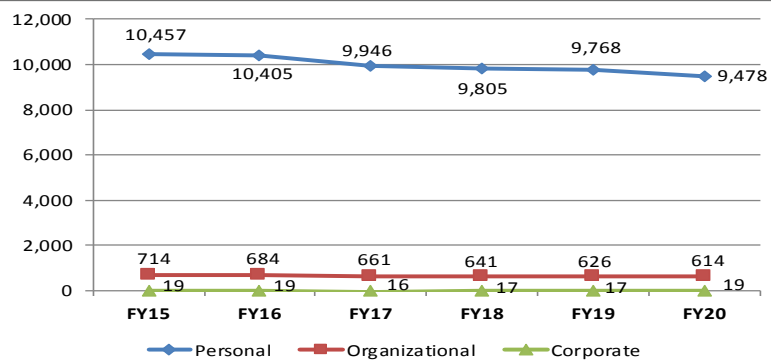
	A	B	C	D	E	F	G	H	I
117									
118		FY 2020	FY 2020	FY 2020	\$ Variance	% Variance	FY 2018	\$ Difference	% Difference
119	NET REVENUE & FUND BALANCES	BUDGET	1st Quarter	1st Quarter	From	From	1st Quarter	From Last	From Last
120		1st Quarter	Budget	Nov. Actual	Budget	Budget	Nov. Actual	Year Actual	Year Actual
121	Net W/O CHOICE	(\$920,628)	(\$282,010)	(\$289,009)	(\$6,999)	2.48%	(\$227,392)	(\$61,618)	27.10%
122	CHOICE Net	(\$9,221)	(\$50,294)	\$5,954	\$56,248	-111.84%	(\$21,840)	\$72,134	-330.28%
123	Added to CHOICE LTI Fund	(\$42,840)	\$0	\$0	\$0	N/A	\$0	\$27,794	N/A
124	CHOICE Ending Operating Balance	\$2,519,919	\$2,521,686	\$2,577,934	(\$56,248)	-2.23%	\$2,904,454	(\$326,520)	-11.24%
125	Added to ACRL LTI Fund	\$350,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A
126	Ending net asset balance	\$2,041,196	\$3,029,814	\$3,022,815	(\$6,999)	-0.23%	\$4,460,555	(\$1,437,740)	-32.23%
127	Mandated Operating Reserve	\$1,028,604	\$1,028,604	\$1,028,604	\$0	0.00%	\$933,236	\$95,369	10.22%
128									
129	*Note: Beginning in FY10, the Education category "Professional Development" has been renamed "Institutes" which includes the National Immersion Institute, Regional Immersion Institute, and Immersion Assessment pr								
130	** Note: Salaries and operating costs are allocated to each budget project at the end of each fiscal year and are no longer presented as a separate line item.								
131	***Note: IMLS budgeted cost share expenses are not included in the ACRL annual or quarterly budgeted expense totals. Actual cost share expenses are included in the actual expense total.								
132	ENDING RESERVE LEVELS								
133	ACRL Operating Reserve Fund	\$2,041,196	\$3,029,814	\$3,022,815	(\$6,999)	-0.23%	\$4,460,555	(\$1,437,740)	-32.23%
134	ACRL LTI Funds (including award endowments	\$5,047,571	\$4,977,404	\$5,190,400	\$212,996	4.28%	\$4,356,624	\$833,776	19.14%
135	CHOICE Operating Reserve Fund	\$2,519,919	\$2,521,686	\$2,577,934	\$56,248	2.23%	\$2,904,454	(\$326,520)	-11.24%
136	CHOICE LTI Fund	\$597,935	\$542,676	\$558,897	\$16,221	2.99%	\$553,009	\$5,888	1.06%
137									
138									
139									
140									
141									
142	DEFINITIONS								
143	Lines 5 and 7	represent the total net cash balance of ACRL and CHOICE as of September 1, the beginning of the fiscal year; and the projected net worth for the							
144		budgeted years as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.							
145	Lines 6 and 8	represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.							
146									
147	Line 10	the subtotal, represents the total net worth of the four Lines 5-8. The totals shown on the line are not reflected any other place in the budget.							
148									
149	Line 14	is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.							
150									
151	Line 33	is the total revenue from the Immersion Institutes.							
152									
153	Line 35	is the total revenue from ACRL's pre-conferences, workshops, and RBMS regional workshops.							
154									
155	Line 53	represents the total revenue as shown on the subtotal lines for membership dues (Line 20), publications (Line 30), education (Line 39), and special programs							
156		(Friends of ACRL-operating) (Line 46), minus CHOICE revenue (Line 50).							
157									
158	Line 54	shows total ACRL revenue (Line 49) minus revenue generated from ACRL Conferences (Line 34) and CHOICE (Line 50).							
159									
160	Line 99	shows total expense from the Immersion Institutes.							
161									
162	Line 104	shows total expenses from ACRL's pre-conferences, workshops, and RBMS regional workshops.							
163									
164	Line 111	represents the total expenses shown on subtotal lines for membership activities (Line 80), special projects (Line 86), publications (Line 96), education (Line							
165		104), funded projects (Line 107), and unallocated administrative expenses (Line 110).							
166									
167	Line 114	shows the total expenses for ACRL and represents the expenses shown on Line 111, total expenses, minus Line 112, CHOICE expenses.							
168									
169	Line 116	shows total ACRL expenses (Line 111) minus ACRL Conference expenses (Line 100) and CHOICE (Line 112).							
170									
171	Line 121	shows net without CHOICE and is equal to the total revenues budgeted on Line 52 less the total expenses budgeted on Line 114.							
172									
173	Line 122	shows the CHOICE net and is equal to the total revenues budgeted on Line 50 less the total expenses budgeted on Line 112.							
174									
175	Line 123	shows funds transferred from CHOICE operating fund balance (Line 124) into CHOICE's long-term investment.							
176									
177	Line 135	- CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.							
178									
179	Line 127	shows funds transferred from ACRL operating fund balance (Line 133) into ACRL's long-term investment.							
180									
181	Line 133	- ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward with							
182		each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 5 operating fund balance plus Line 121 net without							
183		CHOICE, minus Line 125, funds added to ACRL long-term investment.							
184									
185	Line 127 - Mandated Operating Reserve								
186		The sum of 25% of the average operating expense Line 114, based on the four most recently completed years.							
187									
188									
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192									

This page included to accommodate double sided printing.

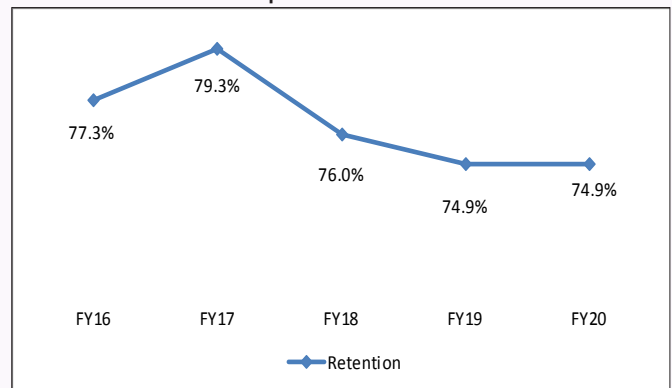
ACRL Dashboard Metrics

Membership

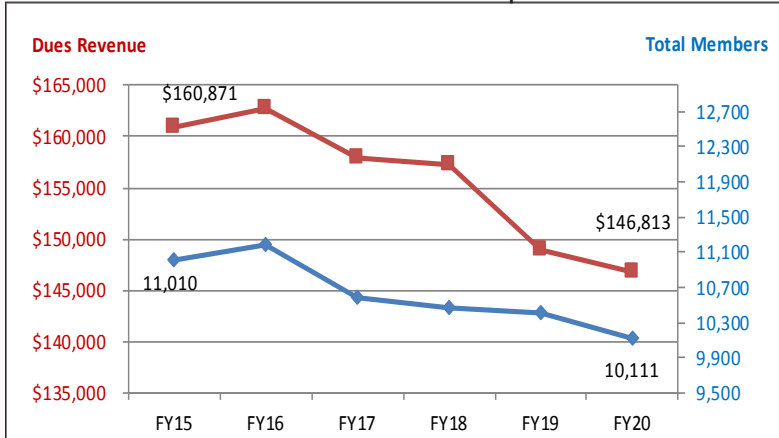
1. ACRL Membership Composition FY15–FY20



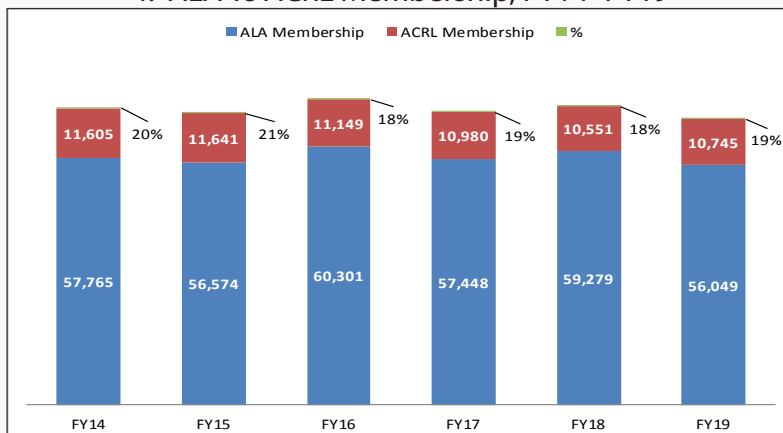
2. YTD Membership Retention Rates FY16–FY20



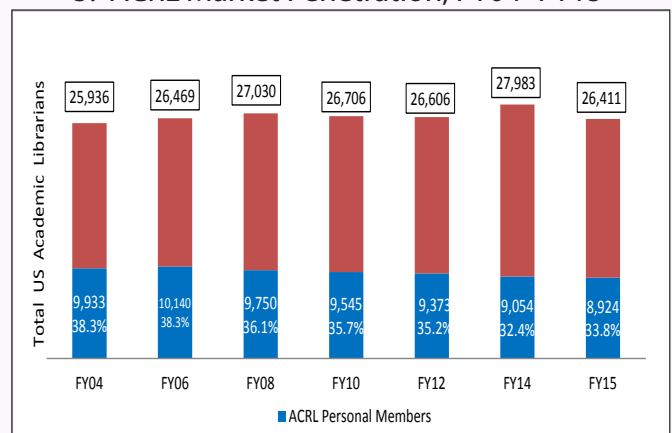
3. ACRL Dues Revenue & Membership FY15–FY20



4. ALA vs ACRL Membership, FY14–FY19

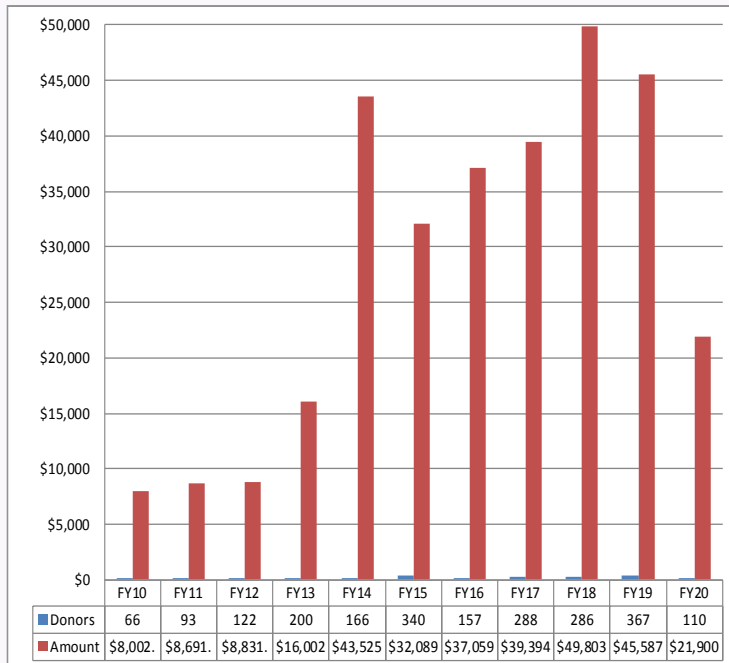


5. ACRL Market Penetration, FY04–FY15



Friends of ACRL

6. Friends of ACRL Donors & Donations

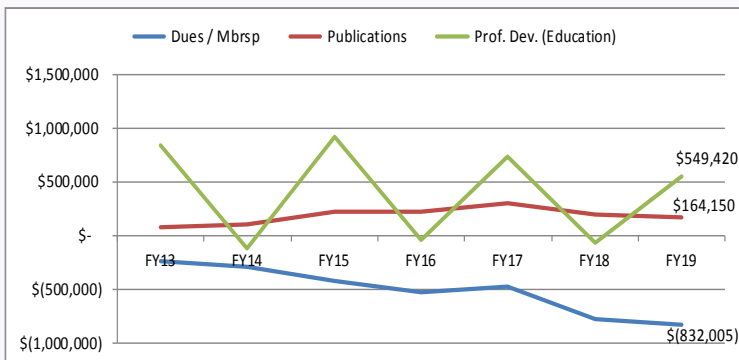


FRIENDS
OF ACRL

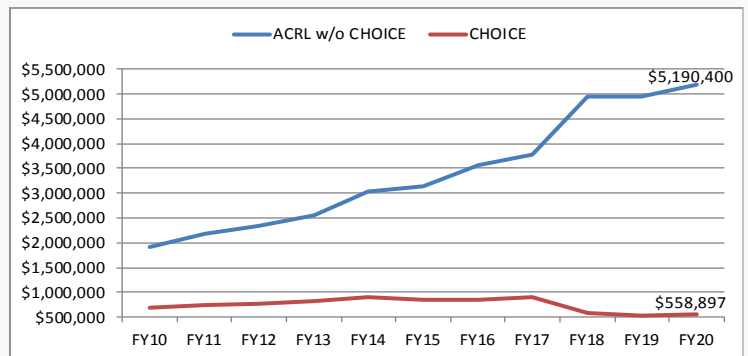
Chart 6: FY20 based on data through December 30, 2019.

Budget

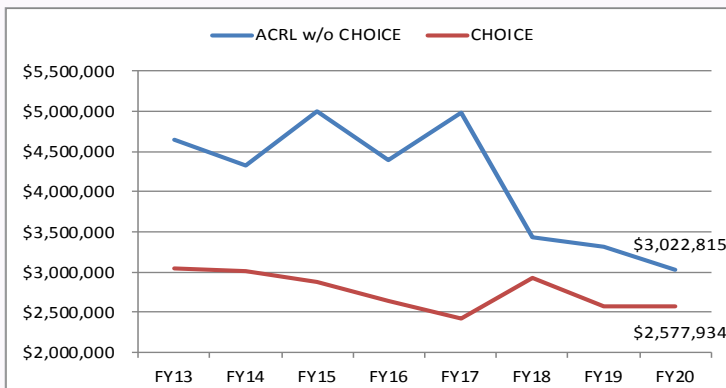
7. Net of Business Lines



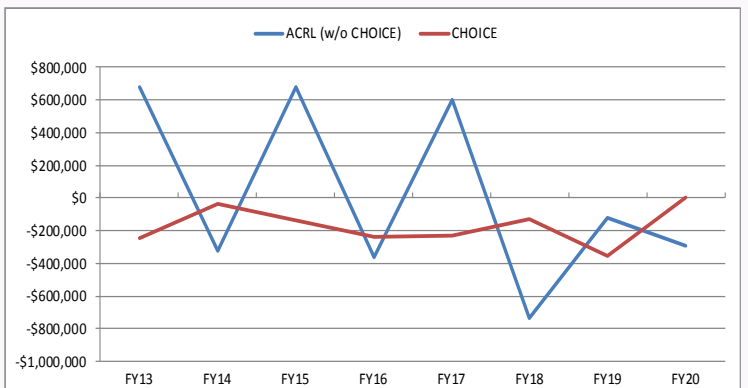
8. LTIs ACRL (inc. award endowments) & CHOICE



9. ACRL & CHOICE Net Asset Balance



10. ACRL & CHOICE Net Revenues



Charts 8-10: FY20 based on YTD November 2019. Chart 8: FY18 includes \$350K Choice to ACRL transfer.



FY2021 Budget Assumptions

First Draft: approved 11/18/19.

Revisions noted since Fall 2019 Board meeting.

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

The ACRL Budget & Finance Committee reviewed these draft assumptions on November 7, 2019. Staff incorporated the committee's feedback and shared the revised document with the ACRL Board. The Board will review, suggest revisions as needed, and approve the assumptions below at its 2019 Fall Board Meeting on November 18, 2019. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY21 budget for review by the Budget & Finance Committee at the 2020 ALA Midwinter Meeting. Staff made some initial changes to the assumptions to reduce the size of the deficit. These changes are noted in Track Changes throughout this document.

General Overview: The economic climate and ACRL

As we prepare the FY21 budget for ACRL, the global economic outlook based on the past year's activity is "weaker-than-anticipated."¹ Volatile global markets are of concern to higher education funding and enrollment, with tensions stemming from a US-China trade war; a Brexit deal still undecided; and the increase in anti-immigration policies. In addition to the unpredictability of global factors, state spending on public colleges and universities remains well below the historical levels prior to the Great Recession

¹ International Monetary Fund, "World Economic Outlook, July 2019: Still Sluggish Global Growth," July 2019. Accessed September 5, 2019.
<https://www.imf.org/en/Publications/WEO/Issues/2019/07/18/WEOupdateJuly2019>.

of 2008-09.² Although “most Americans believe state spending for public universities and colleges has increased or at least held steady over the last 10 years, according to a new survey by American Public Media,” in fact, “states have collectively scaled back their annual higher education funding by \$9 billion during that time, when adjusted for inflation, the Center on Budget and Policy Priorities, or CBPP, reports.”³ Although total enrollment in degree-granting postsecondary institutions increased 27 percent from 2000 to 2017 (from 13.2 million to 16.8 million students), it is projected to increase by only 3 percent between 2018 and 2028 (from 16.8 million to 17.2 million).⁴ This number is in line with high school graduation rate projections, which show the number of high school graduates increasing by only 3.1% between 2011 and 2025.⁵ With a slowdown in enrollments, it is unlikely that higher education will see a substantive increase in its funding, which typically translates to no more or less funding for academic libraries. A bright spot in higher education enrollment is a trend for free or reduced tuition programs at the state level. Twenty states⁶, such as New Mexico⁷, New York⁸, Oregon⁹, and

² 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.

³ 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.

⁴ U. S. Department of Education: National Center for Education Statistics, “The Condition of Undergraduate Enrollment,” (May 2019). Accessed September 5, 2019. https://nces.ed.gov/programs/coe/indicator_cha.asp.

⁵ Western Interstate Commission for Higher Education, “Overall Graduate High School Trends,” Accessed September 20, 2019. <https://knocking.wiche.edu/nation-region-profile/>

⁶ Jessica Dickler, “Tuition-free college is now a reality in nearly 20 states,” *CNBC*, March 12, 2019. <https://www.cnbc.com/2019/03/12/free-college-now-a-reality-in-these-states.html>

⁷ Simon Romero and Dana Goldstein, “New Mexico Announces Plan for Free College for State Residents.” *New York Times*, September 18, 2019. <https://www.nytimes.com/2019/09/18/us/new-mexico-free-college-tuition.html>

⁸ New York State, “Tuition-Free Degree Program: The Excelsior Scholarship,” Accessed September 20, 2019. <https://www.ny.gov/programs/tuition-free-degree-program-excelsior-scholarship>

⁹ Office of Student Access and Completion, “Oregon Promise,” Accessed September 20, 2019. <https://oregonstudentaid.gov/oregon-promise.aspx>

Tennessee¹⁰, currently offer or have proposed legislation to offer free tuition programs. Some states, such as New Mexico, are proposing free tuition to state colleges and universities, regardless of income. The city of Detroit recently announced the Detroit Promise, which offers free college tuition to residents of Detroit. Funding seems to come from public/private partnerships including foundations with some universities picking up the tuition costs themselves after all federal funding, e.g., Pell grants, applied.¹¹ While these tuition trends are beneficial to students it is not clear whether additional resources will be made available to the libraries serving an increased number of students. However, it is often true, as one Budget & Finance Committee member mentioned, that as enrollment/graduation increases funding increases and if it drops, so does the funding.

ACRL membership's slow but steady decline should also be considered as we look to FY21 finances. The closing of institutions could further reduce both ACRL's organizational and personal members. Closures are declining, but there are still a significant number of institutions that close each year. In 2018, there were 249 closed postsecondary institutions; in 2017, 633; in 2016, 1,045.¹³ ["The environment is changing; in November 2019, a college-advising company scuttled its plans to release a list of 952 private, nonprofit colleges that it expects to run out of money and close in the coming years, according to a new financial-modeling tool, and since September 1, we've noted 59 school closures as we update our list of academic institutions."](#)¹⁴ The workforce is aging and the pool of potential academic librarians is in decline as evidenced by the drop in MLIS degrees awarded (between 2012 and 2017, there was a 34.9% drop in number of LIS masters degrees awarded, from 7,443 in 2012 to 4,843 in 2017).¹⁵ Of the

¹⁰ TN Higher Education Commission & Student Assistance Corporation, "Tennessee Promise," Accessed September 20, 2019. <https://www.tn.gov/tnpromise>

¹¹ Katrease Stafford, "\$3.5M grant to fund Detroit Promise Scholarships," Detroit Free Press, May 1, 2017, accessed November 7, 2019. <https://www.freep.com/story/news/local/michigan/detroit/2017/05/01/detroit-promise-scholarships/101154434/>

¹² David Jesse, "Wayne State offers free tuition to Detroit teens who graduate high school," Detroit Free Press, October 23, 2019. Accessed November 7, 2019. <https://www.freep.com/story/news/education/2019/10/23/wayne-state-free-tuition-detroit/4064402002/>

¹³ U. S. Department of Education, Office of Federal Student Aid, "Closed School Monthly Reports," Accessed September 20, 2019. <https://www2.ed.gov/offices/OSFAP/PEPS/closedschools.html>.

¹⁴ Paul Fain, "Private Conversations about Private College Closures," November 19, 2019. Inside Higher Ed. <https://www.insidehighered.com/news/2019/11/19/private-colleges-convinced-company-scuttle-release-list-projected-college-closures>

¹⁵ "Master's degrees conferred by postsecondary institutions, by field of study: Selected years, 1970-71 through

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MLIS degrees awarded between 2014 and 2018 the number of placements in academic libraries is holding steady in the 21-23% range.^{16, 17} However, the portion of the LJ Placements and Salaries article accessible indicated that “college/university libraries attracted 22% of the 2018 LIS Graduates, down slightly from the prior two years,”¹⁸ which of course could have a negative impact on ACRL membership. The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 6% increase (as fast as average) job outlook.¹⁹ While job growth is indicated as fast as average again, it is a decline from the 9% listed in the previous year.

Another factor that could influence the size of ACRL’s membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while 1/3 of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.²⁰

The ACRL Board and Budget & Finance Committee at their joint meeting in January 2016, learned from consultant Paul Meyer a number of trends in association membership overall, which are still on track , including: there is an increase in specialty organizations; there is greater competition for membership dollars and time; the number of association memberships per individual/company is declining; employer support for membership has declined and; and there is an increased focus on engagement to retain members.²¹

2016-17,” *NCES*, accessed September 20, 2019,
https://nces.ed.gov/programs/digest/d18/tables/dt18_323.10.asp?current=yes.

¹⁶ Stephanie L. Maatta, “Placements & Salaries 2014.” *Library Journal*, October 15, 2014, p. 26-33.

¹⁷ Suzie Allard, “Placements & Salaries 2018.” *Library Journal*, October 15, 2018, p. 16-21.

¹⁸ Suzie Allard, “The Analytics Age,” *Library Journal*, October 2019, p. 32.

¹⁹ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians, accessed September 20, 2019, last modified date September 4, 2019, <http://www.bls.gov/ooh/education-training-and-library/librarians.htm>.

²⁰ 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>

²¹ Paul Meyer, *Tecker International* (presentation, Joint meeting of the ACRL Board of Directors and Budget &

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The overall growth for the economy is rebounding with a projected 2.3% increase for 2019, which is less than the projected increase of 3.1% from 2018,²² but the fragile and somewhat mixed outlook for the economy extends to higher education as well. The Higher Education Price Index (which projects major cost factors for colleges and universities) is forecasting a 2.6% increase for 2019, which is slightly down from 2.8% projection from a year ago.²³ However, “unlike after previous economic downturns, state spending on higher education has not bounced back as the economy rebounds,”²⁴ and continues to decline. As stated in the overview, in the last ten years, state funding has decreased by \$9 billion when adjusted for inflation, and “state appropriations per full-time student have fallen from an inflation-adjusted \$8,489 in 2007 to \$7,642 in 2017.”²⁵ 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.”²⁶ “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.”²⁷ To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services,

Finance Committee, ALA Midwinter Meeting, Boston, January 11, 2016).

²² “An Update to the Economic Outlook: 2019 to 2029,” *Congressional Budget Office*, August 21, 2019, <https://www.cbo.gov/publication/55551>.

²³ “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/>.

²⁴ 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/>.

²⁵ 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>.

²⁶ 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>.

²⁷ 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

reducing access to college education for some and calling into question the quality of the program remaining.²⁸ However, some see a coming limit to how much tuition can be increased, which may mean continuing jockeying for the same finite resources.²⁹

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.^{30, 31} Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs.

This continued state of lower funding and a consolidation in the marketplace will impact ACRL's FY21 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. A quick recap of ACRL's FY19 revenue streams) vary based on project and timing. Gross revenues for consulting were below budget due to fewer than expected clients in the 4th quarter, but first-quarter FY20 is off to a busy start. Webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget, and the ACRL Conference may reduce interest in local/regional professional development, which could impact FY21 revenue. The ACRL Conference was a programmatic and financial success. While registration, advertising, and exhibits performed slightly under budget, the generosity of ACRL sponsors exceeded budget, and staff reduced expenses leading to higher net revenue than budgeted at about \$342,000 over the two-year planning period. We hope to be able to deliver similar results for the FY21 ACRL Conference, but recognize that Seattle will be a far more expensive venue than Cleveland.

The FY21 budget will incorporate revenue from expanded business initiatives, such as increasing opportunities for sponsored content, more licensed workshops, and more book sales. In FY21, there will be new and expanded initiatives pertaining to ACRL's Core Commitment to equity, diversity and inclusion. In October 2019, a newly created joint ACRL/ARL/ODLOS/PLA task force, The Building Cultural Proficiencies for Racial Equity Framework Task Force, was created. The task force will seek to have a new

²⁸ Ibid.

²⁹ Dan Nemser and Brian Whitener, "The Tuition Limit and the Coming Crisis of Higher Education," *The New Inquiry*, March 26, 2018. Accessed November 9, 2018. <https://thenewinquiry.com/the-tuition-limit-and-the-coming-crisis-of-higher-education/>

³⁰ 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/>.

³¹ 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/>.

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cultural competencies document, *Building Cultural Proficiencies for Racial Equity framework*, for public and academic librarians completed by Annual 2020.

In recent years, ACRL has been tasked by its Board and Budget & Finance Committee to spend down its net asset balance, and to look for appropriate opportunities to “invest” a portion of this net asset balance in strategic programs and services that serve the membership. Recent examples of such investments include the promotion of Project Outcome, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Through careful stewardship the net asset balance, which had grown to \$5,002,115 at the beginning of FY16 has through careful investments in strategic initiatives been reduced to \$3,311,824 (August Final Close) at the end of FY19. As ACRL has a FY20 investment budget of -\$923,241 and the FY20 mandated operating reserve is \$1,052,784, the Board, Budget & Finance Committee, and staff, will closely monitor revenues and expenses in FY20 to ensure that the FY20 year-end balance remains at a healthy level to begin FY21. ACRL has spent down its net asset balance as planned, and now we are looking to build a budget that balances expenses with revenue. Such investment in programs and services requires staffing support, and staff continues to look for ways to streamline procedures and automate processes where possible, freeing up more of their time for strategic initiatives. Going forward, it is expected that the ACRL Board and Budget & Finance Committee will take a much harder look at any proposed new expenditures, as ACRL would need increased revenue streams (e.g., more members joining, increasing book sales, or projected growth for conference and professional development registrations) to support potential requests for increased or new expenditures. Our goal is to moderate many operational expenditures to be more in-line with current revenue expectations while aligning the budget to support the Plan for Excellence and the core commitment to equity, diversity, and inclusion through strategic investments from ACRL’s net asset balance.

While ACRL works to achieve the appropriate net asset balance, it will reduce transfers to its long-term investment fund. In FY19 ACRL transferred \$125,000 in appreciation from its LTI to its operating budget to support strategic initiatives. Without the two-year notification required by ALA, ACRL can transfer up to \$49,999 to its LTI; transfers above \$50,000 require the two-year advance notification.

Note: These assumptions were reviewed by the Budget & Finance Committee during its virtual meeting on November 7, 2019 and updated to include their comments and suggestions.

Choice FY21 Budget Assumptions

General Remarks

Over the past few years a quiet change has been taking place at Choice. While revenues from 2013 to the present are down overall, during this period the *distribution* of revenue among our three revenue streams—subscriptions, licensing, and advertising/sponsorships—has changed in an interesting and important way. Bolstered by the introduction of a new review service, *ccAdvisor*, and the rebuilding of *Choice Reviews*, subscription revenue has held steady at around 51% of total unit revenues, this despite

a continuous drop in circulation in our print properties. On the other hand, royalties from the licensing of our reviews to third parties fell dramatically, from 26% of unit revenues in FY13 to only 20% today, offset by a corresponding rise in advertising and sponsorship revenue, from 19% in FY13 to 25% by the close of FY19.³²

Buried in this last figure is an important trend. During the period in question, in-publication advertising—print ads in *Choice* magazine and banner ads in *Choice Reviews* and *ccAdvisor*—fell from 87% to 47% of all ad revenue, while *sponsorships*—of newsletters, white papers, podcasts, and webinars—rose from 13% to 53%. This rise in sponsorship revenue is an important indicator of a larger trend at Choice: the development of an audience outside of the collection-development space, an audience eager to consume Choice content in formats and on platforms far removed from reviews.

So while the circulation of *Choice* magazine has fallen, from 1,569 institutions in FY13 to 847 today, and while digital circulation (*Choice Reviews*) has risen by only a few percentage points, we have during this same period quietly been amassing a readership of far greater size and diversity. Consider these engagement figures from the year just finished:

- Choice newsletter subscribers: 13,570 (6 monthly newsletters)
- Webinar registrants: 17,013³³ (24 webinars)
- Webinar attendees: 6,307
- Webinar screenings on the Choice Media Channel (YouTube): 13,127
- The Authority File podcasts: 33,532 downloads and streams (34 episodes)
- White paper downloads: 2,804 (3 reports)
- Bibliographic essay sessions on LibGuides platform: 43,502
- Bibliographic essays viewed: approximately 10,915
- Facebook followers: 10,475
- Facebook “post reach”: 81,099
- Twitter followers: 1,402 (up 17% year over year)
- Twitter impressions: 394,100

With the exception of social media and the bibliographic essays, all of the above are funded by sponsors, and all are offered to librarians at no charge.

Clearly, even as the demand for our reviews is moderating (keeping in mind that subscriptions still generate half our income), there has been no fall-off in interest in research-based and professional-development content. Content, in other words, that helps librarians do their work better. As the engagement figures shown here attest, the demand for information of this sort is only growing.

³² The final 4% is “other” revenue, largely from the sale of remaindered books.

³³ Lifetime webinar program stats (not de-duped): Registrations: 97,780; attendances: 35,726

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Sponsors have recognized in this demand an opportunity to connect with librarians more directly than was possible via traditional advertising, and the result has been a situation that redounds to the benefit of both.

For fiscal 2021, then, as indeed for the current year, Choice has twin paths to tread. On the one hand, we need to take a hard look at our review publications to determine whether the format and range of our reviews support contemporary collection-development practices. Do we need longer, more synthetic reviews of fewer, better-chosen monographs? Should we be doing more to review open access sources? Important works of fiction? Should we open the “archives” (based on some arbitrarily chosen date) of Choice reviews and turn them into a curated bookstore for the intellectually curious? Do we need to supplement our review publications with additional non-review content?

At the same time, we are looking to strengthen our portfolio of professional-development resources and, along the way, our relationships with the sponsors who support them. Already this year we are moving to expand our podcast program through the development of a companion series to The Authority File, featuring in-depth conversations about contemporary trends, best practices, and case studies important to the academic community. Also planned are more event-based live podcasts, modeled after our successful series at this spring’s ACRL conference. Finally, and just as important, this year and next we are revamping our website, Choice360.org, in order to provide easier access to the full range of our products and services from a single location. All of these efforts are in the service of expanding the reach of Choice to a larger audience.

When we set out to rebrand our unit in 2015 one of our goals was to change the perception of Choice, from simply “reviews” to “publishing unit.” From “collection development” to “multiplatform information provider.” That year, subscriptions, royalties, and in-publication advertising generated by our core reviews of new academic monographs accounted for some 90% of all Choice revenue. This past year, these same reviews generated 74% of unit revenue, and in this change, and especially in the size of the audience we are attracting for non-review content, we are beginning to see some success in our rebranding efforts. Obviously, we are far from finished, but our work up to this point has without doubt produced a more diversified and valuable portfolio of goods and services for our membership.

* * *

Choice Reviews and Choice magazine

This past year circulation and subscription revenue from *Choice Reviews*, both of which had remained relatively flat in recent years, showed signs of weakness. Circulation was off by 5% and revenue by 3%. Without benefit of any special foresight in this area, and in the absence of any one-time event or factor that would account for this decline, it is prudent to assume similar results for the period ending twenty-three months from now. Print declines have been more reliable (!) During FY19 *Choice* magazine revenue was down 10% to prior year, and *Cards*, 7%. Were it not for the very favorable gross margin (55%) we enjoy on the cards, we would have discontinued publication of this admittedly anachronistic

format years ago. In keeping with long-term trends for these publications, for FY21 we are forecasting an annual decline in subscription revenue of 8% for the magazine and cards.

ccAdvisor and Resources for College Libraries

At the close of its second year, CCA is available in approximately 240 academic libraries in the United States, a circulation heavily dependent on two consortial subscriptions, from the Center for Research Libraries and the Colorado Alliance of Research Libraries, with only modest uptake from individual colleges and universities or from other consortia. In an effort to drive subscriptions, in the late spring of this year we partnered with EBSCO as our exclusive sales agent (save for the two consortia noted above) for CCA, but the results of their efforts, still in their infancy, will not be known for several more months. Given this, it is premature to forecast FY21 revenue other than to acknowledge the roughly \$35K (half the gross revenue) stemming from the CRL and CARL contracts.

Resources for College Libraries, our co-publication with ProQuest, has generated a fairly stable revenue stream in recent years, but because ProQuest is solely responsible for sale of the database, we have no visibility into their efforts save for the information we receive in monthly calls with the marketing staff. Recent changes at ProQuest have once again brought us a new marketing manager (our third in a little over a year), and the results of her efforts, let alone those of the sales force, remain to be seen. Overall, we are forecasting revenue in line with or slightly below recent performance, which has garnered approximately \$140K annually. We also derive some incidental licensing revenue from ProQuest's designation of titles in eBook Central as being members of the RCL core-title list. This auto-renewable revenue is currently worth \$20K annually.

Third-party Licenses

Choice reviews are not published in native formats alone. In fact, 30% of the revenue generated by *Choice* reviews (exclusive of advertising), and 20% of total unit revenues, derives from the license of these reviews to wholesalers and aggregators. During FY19 these licenses generated over half a million dollars in royalties. The largest of these contracts, with Books in Print/Syndetics (ProQuest) is scheduled for renegotiation at the end of this year. Historically, ProQuest has looked for reductions on the order of 15% during these discussions and should that prove to be the case again we will be looking at a loss of about \$18K during the first year of the renewal license. All other licenses are presumed unchanged, bringing to around \$500,000 the royalties generated by the licensing of our reviews this year, and this amount will be carried forward to FY21 unless later circumstances dictate otherwise.

Advertising and Sponsorships

Sponsorships are growth opportunities for *Choice*. As we noted in the introduction, "traditional" advertising—space and banner ads in *Choice*, *Choice Reviews*, and *ccAdvisor*—now comprises only 47% of our total advertising and sponsorship revenue, down from 87% in FY13. The remainder comes in the form of publisher underwriting of newsletters, eblasts, webinars, podcasts, and white papers, which together brought in some \$318K in FY19. The latter three of these in particular represent a publisher spend related to its brand as a whole rather than the promotion of a particular product or service. In

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FY19, this “brand” or “content” marketing (i.e., from webinars, podcasts, and white papers) garnered just over \$200,000 in advertising revenue. Prospects for FY21 are discussed below.

Webinars. Now in its seventh year, the Choice/ACRL webinar program is well established and continues to draw large and enthusiastic audiences. Early concerns about the limited life-cycle of our program, while not dispelled altogether, seem premature, in part because the professionalism of our productions and the guidance we provide at every step of the process have made our webinars a trusted venue for sponsors, who increasingly look to us for support in approaching the academic library market. FY19 was a strong year for the program; we expect FY20 to be every bit as strong (bookings through the end of 2019 are running \$20K ahead of last year); and so we are forecasting revenues at least equal to those of FY19 in FY21. That said, the future of the program is only as strong as advertiser budgets, a factor beyond our control.

Podcasts. During this past year the popularity of The Authority File accelerated rapidly from its inaugural year, with audience engagement growing by 62%; even more impressive, figures for this September are up 140% (4,241 v 1,789 downloads and streams) from a year ago. In light of this growth, we are beginning a companion series to The Authority File, this one a serial-style podcast, in narrative format, highlighting individual library stories. The pilot series will tell the story of the “rebirth” and reconceptualization of Lone Star College-Kingwood’s library following the total loss of its collection during Hurricane Harvey in 2017.

Financial performance has been no less encouraging. Between FY17 and FY18 revenue grew 80%, and bookings for FY20 are already at 102% of budget. Given this and the evident popularity of the program, we are forecasting a further 25% growth, on a relatively small base, for FY21.

White Papers. Finally, our white paper program, more labor- and time-intensive than either webinars or podcasts on a unit basis, is growing more slowly, restrained both by resource issues at Choice and by sponsor participation. To wit, we have found sponsors for three of the four papers published since the inception of the program and for one of the two papers scheduled for release this year, and we are still working to find the right topical balance between the needs of librarians and interest by sponsors. (Library outreach, for instance, has garnered underwriting support; research data services have not.) Our ad sales manager reports healthy interest in the program but difficulties in getting commitments for this relatively expensive item unless the spend is first factored into a sponsor’s annual budget. The longer sales cycle this entails, and the scant staff resources available to produce the studies, are serving to limit the number of publications we publish. On a *pro forma* basis, therefore, we are assuming two white papers in FY21, with gross revenue of \$30,000.

* * *

These budgetary assumption discussions are curious documents, written as they are a scant twenty-five days into the *prior* fiscal year. While it is difficult at this early date to know just what FY20 will bring (let alone FY21), what we *do* know is that business planning and strategic discussions are more or less constant at Choice, with new ideas under constant scrutiny, refinement, and, where feasible, testing.

With these points in mind, we make the following *pro forma* assumptions regarding the FY21 budget found on [page 21](#).

General Assumptions

Basic Budget Assumptions

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

Modified accrual accounting

ALA uses accrual accounting, a method which recognizes revenues and expenses at the time the event is held, or product delivered. This method ensures that revenues are on hand for refunds should said event or product not be delivered. However, ACRL has requested that ALA continue to "recognize" the expenses leading up to the conference/event as they occur so that staff can monitor expenses and adjust as needed. Should ALA be able to develop easily obtained reports detailing expenses, ACRL would consider switching to a full accrual system. At this time, however, we are "paying as we go" and earning the revenues only after we deliver the product, e.g., the publication, the conference, etc.

Given that FY21 is a conference year, ACRL would expect to generate net revenues. However, due to the investment of ACRL's net asset balance in strategic initiatives, since 2017, the FY21 budget may require a deficit as we ease back on some things. We want to align expenses with revenues but at a minimal disruption to members. The Budget & Finance Committee and staff will closely monitor the deficit budget to ensure that ACRL's net asset balance remains above the mandated operating reserve (i.e., one-quarter of the average of the last four years of expenses).

Revenues

- + Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.

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- + At least \$25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY21).
- + The Colleagues program has been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders continue to exceed expectations in the fundraising for the ACRL Conference. Other programs have been slightly more challenged, e.g., awards, as sponsors continue to look for more engagement with customers in return for their sponsorship. Staff will budget conservatively for donations related to specific projects. (Projects 3206, 3800, 3833, and 3835).
- + An estimated \$135,000 in income from the ACRL long-term investments will be recognized in the draft operations budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (Project 3200).

Expenses:

- Travel and communication costs will continue to increase and will be carefully monitored (all projects). Travel and administrative expenses were reduced based on prior year actuals.
- All staff positions will be filled. An additional part- or full-time position may be considered as we look at how to best enhance Project Outcome. An additional staff position was removed from the draft budget. Some funds will be budgeted for interns and temporary help.
- Friends Fund disbursements for FY21 will be budgeted at a minimum of \$~~3250~~0,000 in anticipation of successful fundraising for 2021 ACRL Conference scholarships. (Project ~~3838349-3831~~)
- \$460,000 budgeted from operating to support ACRL 2021 scholarships.

Assumptions by Strategic Goal

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

Value of Academic Libraries

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

Objectives

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

Expenses

- \$21,000 will be budgeted for research grants to practitioner-scholars to carry out research on key questions identified by the June 2017 Academic Library Impact action-oriented research agenda. These will be awarded through a competitive selection process (7 grants of \$3,000

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each); (Project 3703) Reduced to 4 grants for a total of \$12,000; but should consider if this program should be continued as this is its 4th year.

- \$10,500 will be budgeted for dissemination costs for those awarded research grants in FY20 (7 people x \$1,500 each); (Project 3703)
- \$11,250 will be budgeted for support for academic librarians to present at higher education conferences about VAL related topics, above and beyond the ACRL Liaisons program. These will be awarded through a competitive selection process (6 people @ \$1,875 each as follows: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); (Project 3703) Program being reviewed and expanded beyond VAL. Reduced budget to awards for 4 people for a total of \$7,500.
- \$2,500 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. (Project 3703)

Student Learning

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

Objectives

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

Expenses

- \$2,500 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (Project 3711).
- \$10,890 will be budgeted for maintenance and development of the Information Literacy Sandbox (Project 3711).
- One Immersion Program will be offered in FY21: the redesigned Immersion curriculum which integrates content from the separate tracks into one offering. (Projects 3830). The program will break even or net a small profit. We are also planning on offering at least one regional Immersion program at a location to be determined (Project 3834). This change addresses the trend toward making more regional programming available. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (Project 3830)
- Funds will be budgeted for one Immersion facilitator observer for the non-regional Immersion Programs (Projects 3830).

Research and Scholarly Environment

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

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Objectives

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

Revenues

- + \$10,000 will be recognized from hosts of the 5 subsidized scholarly communication workshops, which are partially subsidized (@\$2,000 each). (*Project 3702*)

Expenses

- Continue offering ACRL licensed workshop on Scholarly Communication with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an estimated direct cost of \$16,750 total: \$9,250 travel = (2 presenters x 5 workshop locations) * (\$450 flight + \$300 hotel (\$200 * 1.5 nights) + \$100 2 days per diem + \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations). (*Project 3702*)
- \$2,500 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (*Project 3702*)
- \$30,000 will be budgeted for research grants to practitioner-scholar academic librarians to carry out research on key questions identified by the Spring 2019 action-oriented research agenda. These will be awarded through a competitive selection process (6-10 grants of \$3,000 - \$5,000 each); (*Project 3702*) Could consider reducing but this supports ACRL's EDI initiatives.
- \$10,500 for dissemination costs for those awarded research grants in FY20 (7 people x \$1,500 each)
- An additional ~~\$29,257~~ 32,697 is budgeted to pay the following:
 - o \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)
 - o \$6,750 for SPARC dues;
 - o \$5,000 for Open Access Working Group;
 - o \$497 for COUNTER dues;
 - o \$4,000 for OpenCon2021, 2 sponsored scholarships; Reduced to one sponsored scholarship for a total of \$2,000
 - o \$3,000 for advocacy efforts to influence legislative and public policy (*Project 3702*) (removed from budget as rarely used historically)

New Roles and Changing Landscapes

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

Objectives:

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

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2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.
3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.

Expenses

- \$2,500 will be budgeted as a placeholder for new initiatives to support this goal. (Project 3403)
- \$1,500 in ongoing costs for the online “Leading Change” course launching in FY20. (Project 3403)

Equity, Diversity and Inclusion

Revenues

- + \$24,000 in revenues from the ACRL Diversity Alliance will be budgeted. 48 institutions @ \$500. Number of institutions based on 90% of 2018 membership (Project 3402).
- + [\\$5,490 budgeted for ACRL 2021 Diversity Alliance Preconference \(Project 3402\)](#)

Expenses

- \$1,500 in ongoing costs to support for the ACRL Diversity Alliance (Project 3402).
- \$14,000 will be budgeted to support two ALA Spectrum Scholars. The B&F Committee and the Board recommended to increase support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).
- A portion of ACRL scholarships (Project 3838; full budget in “Scholarships” section) will go to underrepresented groups in FY21. In FY19, the following were awarded and ACRL will aim to award at similar levels depending on donations received in FY21:
 - ACRL awarded \$12,000 in Immersion scholarships to support the participation of six academic and research librarians from under-represented backgrounds or working at under-represented institutions to attend the 2019 Immersion Program.
 - Of the \$124,210 in ACRL 2019 Conference scholarships awarded, \$56,000 supported the participation of 78 academic librarians, support staff, and students from under-represented backgrounds or working at institutions serving under-represented groups.
 - ACRL awarded \$16,555 to 20 RBMS 2019 Conference scholarship recipients to support the participation of 13 academic librarians and students from under-represented backgrounds or working at under-represented institutions.

Enabling programs and services: Member Engagement

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

Membership Services

Revenues

- + Membership revenues will be budgeted using the FY19 actual. The FY21 revenue was projected based on the August 2019 membership of 9,313 (this number excludes the 206 non-dues paying

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members in FY19). FY21 will be a conference year for ACRL. While historically membership increased in an ACRL Conference year, ACRL has not enjoyed that increase in 10 years; at best the ACRL Conference seems to slow the decline in membership. In FY19 ACRL lost 1% of its membership; for FY21 membership will be budgeted at a .74% decrease over the FY19 membership actual of 9,313 personal members. ACRL may increase dues slightly in FY20 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership rate for FY21 will be based on FY19 HEPI and then updated to reflect the FY20 HEPI. Staff will continue to adjust this recommendation based on the monthly membership reports and quarterly HEPI forecasts.

Expenses

- Membership benefits and support for member services will be budgeted following FY19 actual. (Project 3200)
- ACRL will budget \$5,000 to sponsor five ALA Emerging Leaders. (Project 3200) Reduced from five to three sponsorships to save \$2,000.
- ACRL will budget \$4,500 (updated number in assumptions to match \$4,500 at MW19) to print *C&RL News* wraps welcoming new, reinstated, and renewing members and encouraging lapsing members to renew. (Project 3200)
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/2
- \$50,000 for as yet unidentified strategic initiatives will be budgeted. (Project 3200-5350) This was reduced to \$25,000.
- \$25,000 for the 3-year membership survey. (Project 3200) Removed from budget.
- \$10,000 will be budgeted for focus groups at the ACRL Conference in 2021.

Board and Executive Committee

Expenses

- Funds will be budgeted to support a suite for the ACRL President at Annual Conference—typically about \$340/night/5 nights. As ALA sunsets MW a suite may not be needed at MW 2021. (Project 3201)
- Funds estimated at \$63,022 will be budgeted for a FY21 Board Strategic Planning and Orientation Session. Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees and the EDI Committee. (Project 3201) This is still currently in the draft budget pending discussion by Board at Midwinter 2020.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 (Project 3201)
- After the MW 2020 welcome breakfast it will be decided whether the event should continue, and funds could be added to the budget after MW.

Advisory services and consulting

Revenues

- + Gross revenues of \$88,500 will be budgeted for consulting services in FY21, yielding a modest net of \$7,300. (Project 3203)

Discussion Groups

Expenses

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

Awards

Expenses

- Donations to support awards will be recognized and staff time, administrative fees, and direct expenses will be budgeted to support the awards program, which consists of 21 awards. (Project 3206)
- Administrative fees will be allocated to 4429 instead of 4490, saving approximately \$600 in overhead.

Chapters

Expenses

- Per member allocations to ACRL Chapters will be funded at \$1.00 per ACRL member residing in the state or region but budgeted based on historic usage of these funds which is below the maximum funding allowed. As ACRL looks to reduce expenses this area of expense reimbursement merits examination. Less than half of the chapters avail themselves of this funding. (Project 3207)
- Funds will be budgeted to support the ACRL Chapter Speakers Bureau program, which funds ten visits to ACRL chapters by ACRL officers. (Project 3207)
- Because no chapter has ever requested funds under this program since its inception, no funds will be allocated in the FY21 budget to implement the Board's policy to give \$10 to chapters for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal year after chapters document membership campaign activities focused on recruiting to ACRL national. If a chapter did undertake this activity, ACRL could fund this from the net asset balance.

Committees

Expenses

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

Sections

Expenses

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

Liaisons to Higher Education Organizations

Expenses

- See Advocacy section.

Special Events

Expenses

- In recent years, the number of ACRL section and interest group special events at conferences has averaged 16 per year. With the reorganized Midwinter Meeting starting in 2021, the average number of events per year may drop to 13-14 as less units meet onsite. (Project 3833)

Government Relations (Project 3704)

Expenses

- \$15,010 for Library Copyright Alliance (\$15,010 shown in Scholarly Communication Project 3702)
- \$6,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (Project 3704) Reduced to \$4,000 based on prior year attendance.
- \$3,000 for general travel to support legislative and policy advocacy (Project 3704). Reduced to \$2,000.

Scholarships

Expenses

- Funds for scholarships shall be budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
 - ACRL 2021 Conference @ \$75,000; Reduced to \$60,000
 - 2020 RBMS Conference scholarships @ \$16,000 (based on estimated FY19 profit share): Updated to \$18,000, average of last three year's profit share
 - Immersion Programs @ \$12,000; reduced to \$10,000

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- E-learning scholarships @ \$1,000; eliminated
- Support for 2 ALA Spectrum Scholars @ \$14,000
- Miscellaneous @ \$3,000; eliminated

Annual Conference Programs

Expenses

- Financial support for ACRL’s ALA Annual Conference programs will continue at \$20,000 (per Board Action, June 2004). (Project 3835)
- The President’s Program budget will be \$7,500. (Project 3835)
- Funds of \$200 will be budgeted for a front and back flyer that includes the award winners for the ACRL President’s Program. (Project 3835)

Enabling programs and services: Publications

Non-periodical publications

Revenues

- + In FY21, non-periodical publications will be able to recover costs and net a small-medium excess revenue based on the current list of books in progress and expanding backlist. (Project 3400)
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest in FY21. (Project 3400)

Expenses

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

Library Statistics (Project 3202)

Revenues

- + We expect print sales to further decline as we undertake more aggressive marketing and product enhancements to the ACRL Metrics interface. ACRL Metrics revenue is expected to hold steady at FY19 level unless additional consortial agreements are signed. Sales of the ebook versions of ACRL Trends and Statistics through ProQuest are expected to increase.
- + Revenue from the new ACRL/LLAMA Interdivisional Academic Library Facilities Survey database is expected to break even with expenses in the first year and revenue from the will be budgeted in 3202 (FY21).

Expenses

- We will budget to continue the ACRL Academic Library Trends & Statistics project. (Project 3202)

Standards and guidelines (Project 3204)

Revenues

- + A small amount of revenue from sales of bundles of the Standards for Libraries in Higher Education and IL Framework. Estimate of \$1,300 is based on FY19 actual sales.

Expenses

- There should be no, or very limited, printing expenses in FY21 due to bulk order of both booklets for per unit cost savings in FY19 (Project 3204).

C&RL (Project 3300)

Revenues

- + *C&RL* revenue should be on par with FY19 actual (conference year to conference year comparison). (Project 3300)

Expenses

- Online hosting expenses should remain steady with FY19 actual. (Project 3300)

C&RL News (Project 3302)

Revenues

- + Subscriptions: Subscriptions dropped approximately 10% between FY18 and FY19. At this time, we will budget a similar drop for FY21 unless we see a material change in FY20 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Product ads: *C&RL News* revenue should be on par with FY19 actual (conference year to conference year comparison).
- + Classified ad revenues will be budgeted about 6.6% less than FY19 actual. Sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. But an uncertain economic environment and the possibility of new ALA policies restricting the ads JobLIST is allowed to publish—restrictions JobLIST’s for-profit competitors don’t face—potentially threaten its future performance. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. (Project 3302)

Expenses

- Some funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. (Project 3302)
- \$14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. (Project 3302)
- \$18,000 will be budgeted for ALA JobLIST’s ongoing operating expenses, primarily a monthly fee

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to the platform provider. (*Project 3302; line numbers 5430 & 5412*)

- C&RL News page counts will remain at FY19 levels, pending revenues and expenses. (*Project 3302*)
- Slight increases in printing and postage are anticipated. (*Project 3302*)
- Ongoing online hosting expenses decreased compared to FY19 actual levels (per issue charges plus ongoing costs for altmetric data, Portico preservation, etc.) following the transition to Open Journal Systems in FY17. Additional expenses for special projects may be incurred as well. (*Project 3302*)

RBM (Project 3303)

Revenues

- + Subscriptions dropped approximately 10% between FY18 and FY19. At this time, we will budget a similar drop for FY21 unless we see a material change in FY20 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print and online advertising revenue should be on par with FY19 actual (conference year to conference year comparison).

Expenses

- Online hosting expenses will remain at FY19 levels following the transition to Open Journal Systems in FY17. (*Project 3303*)
- Slight increases in printing and postage are anticipated. (*Project 3303*)
- Page counts should remain at FY19 levels. (*Project 3303*)

CHOICE

Keeping in mind the points made in the overview section, here are the following *pro forma* assumptions regarding the FY21 budget. (All percentages are to FY20 budget):

CHOICE Revenue

- + *Choice Reviews* subscription revenue will fall by 5%.
- + *Choice* magazine and card subscription revenue will both fall by 8%
- + Subscriptions to *Resources for College Libraries* will be in line with FY19 performance, at around \$135,000. RCL licensing will remain at \$20K for the use of RCL content in ProQuest's eBook Central.
- + Net (to Choice) revenue for *ccAdvisor* will be budgeted at around \$50K for combined subscriptions and advertising. This figure is contingent on as-yet-untested performance by the EBSCO sales force.
- + Advertising net revenues:

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- We are assuming continued weakness in *Choice* magazine advertising, yielding approximately \$300 in gross revenue. Banner ads in *Choice Reviews* will be flat to current year.
- Content marketing from newsletters, eblasts, white papers, and podcasts, will rise slightly on the strength of growth in podcasts.
- Gross webinar revenue will remain at around \$175K. Assuming the current financial split with ACRL (85/15) for webinars, this delivers around \$150K to Choice before sales commissions.
- + Royalties from licensing of *Choice Reviews* will remain at or slightly below current levels, to perhaps \$500K, for the reasons described herein.

CHOICE Expenses

- Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
- All other direct expenses, with the exception of amortization of capitalized expenses, will remain at or below FY20B levels, owing to continued economies and a recent reduction in force.
- Overhead assumption: 13.2% of revenue.

CHOICE Bottom Line

- Revenues will be down approximately 3%.
- Expenses will fall approximately 4%.
- For FY21, net revenue should come in on or close to break-even.

Enabling programs and services: Education

ACRL 2021 Conference (Project 3808)

Revenues

- + All revenues pertaining to ACRL 2021 will be recognized in April 2021 after the conference is held.
- + FY21 is an ACRL Conference year so total ACRL revenues will be approximately more than two million dollars more than FY20 total revenues.
- + Registration revenue for ACRL 2021 will be budgeted at a figure based on the average of our last two west coast conferences, plus ACRL 2019, which equals 3,077 registrants. This is a 1.5 percent increase from our 2019 conference in Cleveland but a 2.9 percent decrease from the average of the past four conferences which was 3,243.
- + We anticipate an increase to the ACRL 2021 registration fee in order to cover expenses (Seattle is a more expensive conference location than Cleveland) and to have a budget with a projected net revenue similar to the FY19 net.

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- + ACRL 2021 exhibitor revenues will be budgeted with a modest decrease from 2019. We have dropped between 10-12 booths per conference since 2013 (375 booths actual 2017, 386 booths actual 2015, 398 actual 2013), with a fairly large 48 booth drop from 2017 to 2019. We will budget with a similar booth number as 2019, factoring in a slight decline for 2021.
- + ACRL 2021 sponsorship revenues will be budgeted around \$225,000-\$250,000 in consultation with the ACRL 2021 Colleagues Committee. We expect fundraising to be challenging due to the economic climate, tight budgets, and ongoing company mergers, so have planned for a decline from FY19 actuals.
- + Because conference revenues have consistently met or exceeded budget for at least the last ten conferences, 100% of revenues will be recognized.

Expenses

- We expect expenses for ACRL 2021 to be higher than FY19 as the cost of doing business continues to increase and Seattle is an expensive conference city in comparison to Cleveland.
- Staff are taking active steps to find cost-savings and reduce expenses when possible.
- The ACRL 2021 conference budget will include a modest amount of funds for “innovation” and/or new programs/services which will enhance the conference.
- Scholarships will be budgeted as a “contra-expense” transfer from ACRL’s scholarship project rather than shown as revenue.

Preconferences and workshops

Revenues

- + Revenues generated from registration fees will cover the costs for one Annual preconference, as the event is budgeted to at least break even. We will budget attendance conservatively to minimize the possibility of having to cancel due to low registration numbers. (Project 3811).
Given that it is an ACRL Conference year, we will not plan for a preconference at the ALA Annual Conference.
- + The RBMS 61st Annual Conference will be held in FY21. Revenues and expenses for this program will be set to break even. (Project 3800) Given its strong 60+year history, registration revenues continue to be budgeted at 95% of the previous year’s registration figures.

Expenses

- Sections sponsoring preconferences (e.g., RBMS) in FY21 may participate in the program to share net revenue with ACRL, which is spent from the fund balance in FY20. (Project 3275 and 3838)

Online learning (Project 3340)

Revenues

- + E-learning webcasts and courses will be developed and offered in FY21. We project the number of multi-week course offerings to stay the same or decrease slightly from FY20 levels and expect

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(Also ACRL MW20 B&F Doc 6.0)

webcast offerings to stay the same from FY20 levels. We anticipate total revenues will be a little down from FY20 actuals. (Project 3340)

- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY21.
- + ACRL will continue to offer group registration rates for e-Learning webcasts, as well as the “frequent learner program,” and special pricing for webcast series. (Project 3340)

Expenses

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

Licensed workshops (Project 3341)

Revenues

- + ACRL will continue to license full-day workshops to institutions, chapters, and consortia upon request. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship of Teaching and Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)
- + We project the number of workshops delivered to decrease slightly from FY20 levels due to the ACRL 2021 Conference. We anticipate total revenues will be lower than FY20 actuals. (Project 3341)

Expenses

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop one new workshop in FY20 and one new workshop in FY21 and hire new presenters in FY21, ACRL will budget for 6 new presenters (3 for each new workshop) to shadow one workshop each in FY21.
- [\\$20,000 to hold two curriculum development and refreshes per year.](#)

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

- \$30,000 will be budgeted to support the work of ACRL’s External Liaisons Committee (formerly Liaison Coordinating Committee) through its grants working group. (Project 3501). [Was budgeted at \\$22,000; reduced to \\$18,000.](#)
- ACRL will continue organizational support Project COUNTER, CHEMA, EDUCAUSE (dropped EDUCAUSE Dues from draft budget saving \$2,000), FTRF, American Council of Learned Societies, National Humanities Alliance, and CNI. (Project 3501)

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(Also ACRL MW20 B&F Doc 6.0)

- Modest funding to support additional visits (as opportunities arise) to higher education organization conferences and meetings and those of information –related organizations will be included in the budget. (Project 3501)

Communication on major issues and trends in libraries and Higher Education

Expenses

- Continue membership in Library Copyright Alliance at direct cost of \$28,000 plus staff time, travel. (Projects 3702 and 3704)
- Funds will be budgeted to support ACRL's advocacy efforts to influence legislative and public policy. (Projects 3702 and 3704)
- The full Board will participate in a virtual spring meeting but \$6,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (Project 3704)

Project Outcome (Project 3712)

Revenue

- + Project Outcome offers fee-based group accounts for consortia that may bring in revenue. Fees range from \$600 to \$5000 per group, depending on the number of institutions. There are likely to be fewer than 5 groups added in a year.

Expenses

- \$51,600 will be budgeted for monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes \$100/month for Amazon Web Services and \$200/month for LarkIT. Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at \$4000/month).
- \$20,000 will be budgeted for additional site improvements and new features, working with Community Attributes and in conjunction with PLA.
- \$10,000 will be budgeted for continuing promotion of the toolkit at conferences (5 conference trips at \$2000 each).
- ACRL staff time of at least 15 hours/week to: provide customer service and technical support for Project Outcome users, act as staff liaison to the Project Outcome for Academic Libraries Editorial Board, and organize new online learning opportunities.

Operations

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

Staff and office

Expenses—ACRL

- ACRL’s staff budget will include full staffing and may include an additional full or half-time person.
- \$5,000 will be budgeted for contract services as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- A small amount of money will be budgeted for replacement printers and furniture as needed. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted. **Budgeted funds for professional development and membership, business meetings, and general operational costs reduced.**
~~—Reduced to \$17,000 (Project 5031-0000).~~

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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	A	S	T	U	V	W	X	Y
1	1/8/2020 15:14	FY2015	FY2016	FY2017	FY2018	FY2019	2020	2021
2	Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
3	ACRL Historical Executive Summary							
4								
5								
6	BEGINNING RESERVE LEVELS:							
7	Reserve Sept. 1: Op. Reserve Fund	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583
8	Reserve Sept. 1: LTI Fund	\$3,040,256	\$3,127,525	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,515	\$5,203,665
9	Reserve Sept. 1: CHOICE Op. Reserve Fund	\$3,017,507	\$2,884,451	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,979	\$2,562,758
10	Reserve Sept. 1: CHOICE LTI Fund	\$895,640	\$848,318	\$849,196	\$880,574	\$572,349	\$538,536	\$506,051
11								
12	Subtotal	\$11,278,109	\$11,862,409	\$11,454,522	\$12,281,840	\$11,885,689	\$11,376,854	\$10,661,057
13								
14	MEMBERSHIP DUES AND OTHER					ACTUAL		
15	Dues	\$654,494	\$638,368	\$638,573	\$609,906	\$598,848	\$611,284	\$617,203
16	Standards, Licensing Fees	\$21,694	\$90,859	\$84,152	\$2,704	\$38,714	\$14,000	\$11,700
17	Advisory	\$0	\$0	\$0	\$27,050	\$33,490	\$88,500	\$88,500
18	Misc. Donations	\$87,269	\$1,000	\$3,500	\$0	\$0	\$0	\$0
19	Awards	\$14,200	\$16,300	\$16,300	\$17,450	\$20,750	\$16,600	\$19,600
20	Special Events	\$18,210	\$20,966	\$21,729	\$31,282	\$34,887	\$15,125	\$15,125
21	Diversity Alliance	\$0	\$0	\$17,450	\$25,500	\$29,930	\$24,000	\$27,090
22	Project Outcome	\$0	\$0	\$0	\$0	\$37,250	\$0	\$5,850
23	Subtotal	\$795,867	\$767,493	\$781,704	\$713,892	\$793,870	\$769,509	\$785,068
24	PUBLICATIONS							
25	CHOICE	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,679,271
26	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
27	C&RL News	\$585,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$560,932
28	RBIM	\$39,923	\$37,831	\$34,661	\$22,871	\$29,870	\$27,373	\$26,907
29	Nonperiodical Publications	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$323,146
30	Library Statistics	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$152,279
31	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32								
33	Subtotal	\$4,079,632	\$3,959,524	\$4,062,517	\$3,926,148	\$3,643,197	\$3,791,048	\$3,758,235
34								
35	EDUCATION							
36	Institutes & Liscensed Workshops	\$321,036	\$344,038	\$277,048	\$421,728	\$308,921	\$355,624	\$368,450
37	ACRL Conference	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,571,251
38	Preconferences & RBMS Conference	\$264,380	\$281,374	\$238,601	\$265,297	\$223,245	\$218,895	\$218,260
39	Annual Conference & MW Programs	\$17,400	\$15,200	\$16,300	\$19,350	\$14,000	\$16,000	\$16,000
40	Web-CE	\$150,413	\$164,808	\$118,027	\$121,416	\$103,698	\$90,570	\$76,178
41								
42	Subtotal	\$3,424,176	\$782,420	\$3,465,272	\$864,426	\$3,199,528	\$657,089	\$3,250,139
43								
44	FUNDED PROJECTS							
45	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0	\$0
46	IMLS Grant - Cost Share	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47								
48	SPECIAL PROGRAMS							
49	Friends of ACRL-Restricted	\$35,677	\$38	\$66,070	(\$9,737)	\$0	\$30,640	\$30,640
50	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51								
52	TOTAL REVENUE	\$8,299,675	\$5,509,437	\$8,309,493	\$5,504,466	\$7,636,595	\$5,217,646	\$7,793,442
53	CHOICE Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,679,271
54								
55	TOTAL REV. W/O CHOICE	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$5,115,731	\$2,572,017	\$5,114,171
56								
57								
58	ACRL Conference Revenue	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,571,251
59	Total Rev. w/o ACRL Conference	\$2,611,337	\$2,639,463	\$2,553,704	\$2,654,548	\$2,566,068	\$2,596,017	\$7,685,422

	A	S	T	U	V	W	X	Y
60		FY 2015	FY2016	FY2017	FY2018	FY2019	2020	2021
61	OBJECT OF EXPENSE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
62								
63	MEMBERSHIP ACTIVITIES							
64	Membership Services*	\$185,781	\$178,523	\$157,152	\$200,336	\$49,671	(\$34,945)	\$52,604
65	Exec. Cttee. & Board	\$194,933	\$215,838	\$190,578	\$212,181	\$232,282	\$220,391	\$200,288
66	Advisory	\$77,494	\$58,191	\$111,170	\$100,632	\$60,706	\$81,226	\$86,163
67	Standards Distribution	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$5,150
68	Discussion Groups	\$0	\$0	\$0	\$0	\$0	\$0	\$0
69	Awards	\$36,752	\$43,133	\$38,163	\$47,571	\$48,676	\$47,490	\$51,227
70	Chapters	\$23,079	\$16,278	\$10,417	\$27,541	\$18,636	\$31,943	\$21,754
71	Committees	\$132,232	\$125,106	\$109,318	\$153,752	\$134,130	\$158,862	\$137,428
72	Sections	\$88,182	\$123,051	\$94,308	\$128,865	\$117,292	\$130,338	\$122,891
73	C&RL Over Revenue	\$43,871	\$48,271	\$44,455	(\$38,594)	\$32,209	\$41,100	\$37,606
74	C&RL News Over Revenue	\$0	\$0	\$0	\$82,825	\$0	\$18,931	\$0
75	Liaisons to Higher Ed. Organizations	\$47,059	\$59,400	\$51,730	\$43,951	\$41,205	\$55,009	\$42,967
76	Special Events	\$27,256	\$23,167	\$32,306	\$36,513	\$40,849	\$22,508	\$21,635
77	Information Literacy	\$45,090	\$69,517	\$51,071	\$37,333	\$44,503	\$15,510	\$20,533
78	Scholarly Communications	\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$131,180
79	Value of Academic Libraries	\$18,687	\$109,902	\$109,776	\$118,069	\$57,851	\$97,154	\$69,907
80	Government Relations	\$26,282	\$23,139	\$36,459	\$56,668	\$42,629	\$52,694	\$38,032
81	Scholarships	\$77,595	\$27,315	\$81,270	\$40,845	\$82,580	\$43,000	\$102,000
82	Annual Conference Programs	\$52,767	\$42,725	\$43,920	\$35,012	\$41,123	\$57,992	\$64,870
83	New Roles & Changing Landscapes	\$0	\$0	\$0	\$13,896	\$7,236	\$18,226	\$9,759
84	Diversity Alliance	\$0	\$0	\$16,429	\$32,770	\$42,920	\$65,878	\$56,615
85	Project Outcome	\$0	\$0	\$0	\$49,690	\$247,565	\$206,697	\$88,102
86	Subtotal	\$1,140,734	\$1,265,331	\$1,260,188	\$1,515,005	\$1,505,733	\$1,481,999	\$1,360,711
87								
89	SPECIAL PROJECTS							
92	Friends of ACRL-Restricted	\$0	\$38	\$66,070	(\$9,737)	\$67,820	\$0	\$60,000
93	Friends of ACRL-Operating	\$84,180	\$36,380	\$60,245	\$65,357	\$129,998	\$54,952	\$132,429
94								
95	Subtotal	\$84,180	\$36,418	\$126,315	\$55,620	\$197,818	\$54,952	\$192,429
96								
97	PUBLICATIONS							
98	CHOICE	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,668,331
99	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
100	C&RL News	\$446,431	\$424,675	\$429,039	\$404,314	\$550,606	\$564,657	\$553,371
101	RBM	\$32,739	\$36,592	\$32,744	\$28,477	\$19,622	\$22,566	\$19,897
102	Nonperiodical Publications	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$278,252
103	Library Statistics	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$105,789
104	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
105								
106	Subtotal	\$3,994,414	\$3,982,988	\$3,877,448	\$3,793,472	\$3,657,038	\$3,688,091	\$3,641,340
107								
108	EDUCATION							
109	Institutes & Liscensed Workshops	\$281,964	\$317,591	\$279,929	\$222,813	\$293,394	\$343,682	\$342,281
110	ACRL Conference	\$1,909,873	\$214,672	\$2,166,094	\$238,096	\$2,093,753	\$298,286	\$2,228,538
111	Preconferences & RBMS Conference	\$248,583	\$199,903	\$179,508	\$243,900	\$203,473	\$208,690	\$206,731
112	Web-CE	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$55,693
113								
114	Subtotal	\$2,506,134	\$822,567	\$2,676,945	\$780,887	\$2,640,251	\$925,066	\$2,833,243
115								
116	FUNDED PROJECTS							
117	IMLS Grant Cost Share (12) - Operating	\$29,849	\$1,293	\$870	\$0	\$0	\$0	\$0
118								
119	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0	\$0
120	Unallocated Admin					\$0		
121	TOTAL EXPENSES	\$7,755,311	\$6,108,559	\$7,875,696	\$6,154,721	\$7,933,021	\$6,150,108	\$7,967,723
122	CHOICE EXPENSES	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,668,331
123								
124	TOTAL EXP. w/o CHOICE	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$5,234,168	\$3,495,258	\$5,299,392
125								
126	TOTAL EXP. w/o CHOICE or ACRL Conference	\$2,727,689	\$2,764,521	\$2,654,344	\$3,185,774	\$3,140,414	\$3,196,971	\$3,070,854

	A	S	T	U	V	W	X	Y
127		FY 2015	FY2016	FY2017	FY2018	FY2019	2020	2021
128		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
129								
130	Net w/o CHOICE	\$677,409	(\$362,730)	\$548,561	(\$732,687)	(\$118,436)	(\$923,241)	(\$185,221)
131	CHOICE Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,990)	(\$9,221)	\$10,940
132	Transfer CHOICE LTI to ACRL LTI; FY19: Open							
132	Choice Write Down	\$0	\$0	\$0	\$350,000	(\$176,324)	\$0	\$0
133	Transfer ACRL Operating to CHOICE for OER	\$0	\$0	\$0	\$525,000	\$0	\$0	\$0
134	CHOICE Ending Operating Balance	\$2,884,451	\$2,648,937	\$2,533,295	\$2,926,294	\$2,571,979	\$2,562,758	\$2,573,698
135								
136		\$0	\$0					
137	Ending ACRL oper. reserve balance	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583	\$2,203,362
138	Mandated Operating Reserve	\$829,968	\$863,292	\$886,316	\$933,236	\$989,273	\$1,028,604	\$1,060,858
139								
140	Added to/Transferred from ACRL LTI Fund from							
140	Operating	\$150,000	\$250,000	\$250,000	\$0	(\$125,000)	\$0	\$0
141	Interest, Gains, Losses for ACRL LTI	(\$62,733)	\$190,358	\$362,143	\$426,761	\$122,730	\$249,151	\$286,202
142	Interest, Gains, Losses for CHOICE LTI	(\$47,322)	\$878	\$31,378	\$41,774	\$9,027	\$10,355	\$27,833
143	ACRL LTI Ending Balance	\$3,127,523	\$3,567,883	\$4,180,025	\$4,956,786	\$4,954,515	\$5,203,665	\$5,489,866
144	CHOICE LTI Ending Balance	\$848,318	\$849,196	\$880,574	\$572,349	\$538,536	\$506,051	\$533,883
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1	1/8/2020 15:14		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	2021
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
103	Publications								
104	<i>Trends & Statistics -3202</i>	Revenue	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$152,279
105		Expense	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$105,789
106		Net	\$17,433	\$27,685	\$46,971	\$46,487	(\$24,378)	\$62,914	\$46,490
107	<i>ACRL Standards -3204</i>	Revenue	\$13,694	\$8,434	\$1,802	\$2,704	\$1,464	\$4,000	\$1,700
108		Expense	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$5,150
109		Net	\$8,265	(\$4,625)	(\$8,388)	(\$12,589)	(\$7,128)	(\$9,569)	(\$3,450)
110	<i>C&RL - 3300</i>	Revenue	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
111		Expense	\$62,931	\$65,802	\$65,598	\$53,352	\$48,263	\$57,300	\$53,306
112		Net	(\$43,871)	(\$48,271)	(\$44,456)	(\$38,594)	(\$32,209)	(\$41,100)	(\$37,606)
113	<i>C&RL News - 3302</i>	Revenue	\$595,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$560,932
114		Expense	\$446,431	\$424,675	\$429,039	\$487,139	\$550,606	\$583,588	\$553,371
115		Net	\$139,342	\$98,401	\$219,515	\$82,825	\$63,352	(\$18,931)	\$7,561
116	<i>RBMS - 3303</i>	Revenue	\$39,923	\$37,831	\$34,661	\$22,871	\$29,870	\$27,373	\$26,907
117		Expense	\$32,739	\$36,592	\$32,744	\$21,400	\$22,566	\$22,566	\$19,897
118		Net	\$7,184	\$1,239	\$1,917	\$1,471	\$10,248	\$4,807	\$7,010
119	<i>Non-Periodical Pubs -3400</i>	Revenue	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$323,146
120		Expense	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$278,252
121		Net	\$54,315	\$85,603	\$31,431	\$58,146	\$114,927	\$44,457	\$44,894
122	<i>REAL - Applied Research - 3401</i>	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
123		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
124		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
125	<i>CHOICE -3900</i>	Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,679,271	\$2,679,271
126		Expense	\$3,160,447	\$3,129,365	\$3,055,258	\$2,945,284	\$2,698,854	\$2,668,331	\$2,668,331
127		Net	(\$143,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,991)	\$10,940	\$10,940
128	Subtotal Revenues Publications		\$4,093,326	\$3,967,958	\$4,064,319	\$3,928,852	\$3,644,660	\$3,828,690	\$3,759,935
129	Subtotal Expenses Publications		\$4,043,714	\$4,044,318	\$3,932,093	\$3,923,107	\$3,697,839	\$3,775,172	\$3,684,096
130	Subtotal Net Publications		\$49,612	(\$76,360)	\$132,226	\$5,745	(\$53,179)	\$53,518	\$75,839
131									
132	Subtotal Rev Pub w/out CHOICE		\$1,075,935	\$1,074,984	\$1,123,825	\$1,115,569	\$1,123,797	\$1,149,419	\$1,080,664
133	Subtotal Exp Pub w/out CHOICE		\$893,267	\$914,952	\$876,835	\$977,823	\$998,985	\$1,106,841	\$1,015,765
134	Subtotal Net Pub w/out CHOICE		\$182,668	\$160,032	\$246,990	\$137,746	\$124,812	\$42,578	\$64,899
135									
136	Education								
137	<i>RBMS Regional Workshops -3209</i>	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
138		Expense	\$0	\$0	(\$1)	\$0	\$0	\$0	\$0
139		Net	\$0	\$0	\$1	\$0	\$0	\$0	\$0
140	<i>Web CE -3340***</i>	Revenue	\$150,413	\$164,808	\$118,027	\$121,416	\$103,698	\$90,570	\$76,178
141		Expense	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$55,693
142		Net	\$84,699	\$74,407	\$66,612	\$45,338	\$54,067	\$16,162	\$20,485
143	<i>Licensed Workshops -3341</i>	Revenue			\$55,795	\$179,680	\$77,000	\$148,410	\$125,205
144		Expense			\$78,422	\$144,325	\$77,320	\$143,446	\$116,774
145		Net			(\$22,627)	\$35,355	(\$320)	\$4,964	\$8,431
146	<i>Midwinter Workshops -3700</i>	Revenue	\$13,275	\$0	\$0	\$0	\$0	\$0	\$0
147		Expense	\$17,901	\$0	\$0	\$0	\$0	\$0	\$0
148		Net	(\$4,626)	\$0	\$0	\$0	\$0	\$0	\$0
149	<i>RBMS Conference -3800</i>	Revenue	\$231,570	\$203,174	\$230,061	\$257,422	\$223,245	\$207,609	\$218,206
150		Expense	\$205,406	\$185,476	\$170,544	\$233,825	\$187,146	\$198,030	\$206,731
151		Net	\$26,164	\$17,698	\$59,517	\$23,597	\$36,099	\$9,579	\$11,529

251								
252								

404 FY21 CHOICE Budget at a Glance

		12/17/2019						
		FY21B	FY20B	FY19	FY18	FY17	FY16	FY15
TOTAL REVENUES		2,513,535	2,645,630	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390
TOTAL EXPENSES		2,545,859	2,654,851	2,698,854	2,945,285	3,055,258	3,129,365	3,150,448
NET REVENUES		(32,324)	(9,220)	(177,990)	(132,001)	(114,765)	(236,390)	(133,058)
REVENUE								
SUBSCRIPTIONS								
3900	4110 Choice magazine	347,724	386,360	387,925	429,171	445,608	519,261	546,882
3901	4110 Reviews on Cards	86,073	90,603	92,677	100,070	116,186	141,372	148,602
	Subtotal: Choice Print	433,797	476,963	480,602	529,241	561,794	660,633	695,484
3913	4110 Choice Reviews	651,630	664,514	651,630	678,076	684,248	652,009	679,982
	Subtotal: All Choice	1,085,427	1,141,477	1,132,232	1,207,317	1,246,042	1,312,642	1,375,466
3905	4110 Resources for College Libraries	140,000	147,125	132,798	138,545	147,579	145,365	195,935
3918	4110 ccAdvisor (Choice)	37,500	37,500	41,100	32,130	0	0	0
	4110 TOTAL SUBSCRIPTIONS	1,262,927	1,326,102	1,306,130	1,377,992	1,393,621	1,458,007	1,571,401
ADVERTISING & SPONSORED CONTENT								
3907	4140 Choice magazine	250,000	300,000	266,090	352,534	439,984	437,178	441,333
	4611 Commissions and agency fees	(11,250)	(13,500)	(7,804)	(10,856)	(17,239)	(23,274)	(30,771)
	Choice magazine net	238,750	286,500	258,286	341,678	422,745	413,904	410,562
3913	4143 Choice Reviews gross	30,000	30,000	146,775	183,340	196,813	163,787	183,734
	4610 Commissions	(1,350)	(1,350)	(5,407)	(5,601)	(7,743)	(58,589)	(9,572)
	Choice Reviews net	28,650	28,650	141,368	177,739	189,070	155,198	174,162
3914	4140 Content marketing: Print (white papers)	40,000	30,000	51,100	55,500	0	0	0
	4143 Content marketing: Digital (podcasts, newslett)	210,000	202,500	see 3913	see 3913			
	4610 Digital commissions	(9,450)	(9,113)	see 3913	see 3913			
	4611 Print commissions	(1,800)	(1,350)	(2,705)	(4,028)	0	0	0
	Choice content marketing net	238,750	222,038	48,395	51,472	0	0	0
3918	4143 ccAdvisor gross (Choice)	10,000	12,500	12,826	12,323	0	0	0
	4610 Commissions	(450)	(563)	(647)	(506)	0	0	0
	ccAdvisor net	9,550	11,938	12,179	11,817	0	0	0
	4140 Print Advertising Gross	290,000	330,000	317,190	408,034	439,984	437,178	441,333
	4143 Digital Advertising Gross	250,000	245,000	159,601	204,227	214,505	163,787	183,734
	Subtotal x webinars	540,000	575,000	476,791	612,261	654,489	600,965	625,067
	4611 Sales Commission: Print	(19,266)	(22,022)	(5,995)	(19,138)	(24,598)	(29,247)	(30,771)
	4610 Sales Commission: Digital	(11,250)	(11,025)	(17,011)	(6,208)	(8,978)	(8,589)	(9,572)
	Subtotal Commissions	(30,516)	(33,047)	(23,006)	(25,346)	(34,613)	(37,836)	(40,343)
	Total Advertising x Webinars	509,484	541,953	453,785	586,915	619,876	563,129	584,724
3909	4105 Webinars gross (Choice)	138,125	159,375	145,325	106,675	105,600	91,300	77,750
	4611 Webinar commissions	(6,216)	(7,172)	(6,443)	(4,254)	(7,359)	(5,973)	0
	Webinars net	131,909	152,203	138,882	102,421	98,241	85,327	77,750
	TOTAL ADVERTISING & SPONSORED CONTENT	647,609	701,328	599,110	693,590	725,476	654,429	662,474
ROYALTIES								
3900	4421 Choice (CCC, reprints, etc.)	1,300	1,000	1,370	931	6,189	1,318	271
3902	4421 Choice reviews	507,699	510,200	513,321	514,160	561,853	500,089	492,013
3905	4421 Resources for College Libraries	10,000	8,000	7,000	15,000	78,500	119,964	130,483
	TOTAL ROYALTIES	518,999	519,200	521,691	530,091	646,542	621,371	622,767
MISCELLANEOUS SALES								
3900	4109 Misc. Sales	2,000	2,000	158	1,847	5,638	7,102	6,659
3905	4109 RCL Reimbursement	0	0	0	79,713	82,090	70,962	80,000
3913	4109 EBSCO affiliate fee	12,000	12,000	12,000	12,000			
	TOTAL MISC SALES	14,000	14,000	12,158	93,560	87,728	78,064	86,659
MISCELLANEOUS REVENUE								
3900	4490 Remaindered books	70,000	85,000	81,775	118,051	87,126	81,104	74,089
	TOTAL MISC REVENUE	70,000	85,000	81,775	118,051	87,126	81,104	74,089
TOTAL REVENUES		2,513,535	2,645,630	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390

EXPENSES	Payroll and Related Expenses	1,648,951	1,618,065	1,665,237	1,618,841	1,586,901	1,380,512	1,388,005
	Outside Services	66,831	65,650	101,658	187,180	322,293	438,545	411,743
	Travel and Related Expenses	34,025	36,150	41,543	38,949	48,575	52,412	48,851
	Meetings and Conferences	16,350	12,600	11,771	13,658	12,495	11,752	11,463
	Publication-related Expenses	260,845	348,782	260,373	303,821	308,158	487,107	503,325
	Operating Expenses	216,228	248,967	308,930	421,091	394,287	410,142	388,720
	Subtotal Direct Expenses	2,243,230	2,330,215	2,389,512	2,583,540	2,672,709	2,780,470	2,752,107
	Subtotal Indirect Expenses (IUTs)	(59,639)	(55,135)	(63,083)	(59,354)	(55,257)	(89,222)	(73,153)
	IUT/Overhead	333,043	350,546	334,014	371,353	388,206	374,640	383,209
	IUT/Allocations (Liberty Square)	29,225	29,225	38,411	49,746	55,905	63,477	81,980
	UBIT	0	0	0	0	(6,305)	0	6,305
	Subtotal Overhead	362,268	379,771	372,425	421,099	437,806	438,117	471,494
	TOTAL EXPENSES	2,545,859	2,654,851	2,698,854	2,945,285	3,055,258	3,129,365	3,150,448

	A	S	T	U	V	W	X	Y
1	1/8/2020 15:14	FY2015	FY2016	FY2017	FY2018	FY2019	2020	2021
2	Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
3	ACRL Historical Executive Summary							
4								
5								
6	BEGINNING RESERVE LEVELS:							
7	Reserve Sept. 1: Op. Reserve Fund	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583
8	Reserve Sept. 1: LTI Fund	\$3,040,256	\$3,127,525	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,515	\$5,203,665
9	Reserve Sept. 1: CHOICE Op. Reserve Fund	\$3,017,507	\$2,884,451	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,979	\$2,562,758
10	Reserve Sept. 1: CHOICE LTI Fund	\$895,640	\$848,318	\$849,196	\$880,574	\$572,349	\$538,536	\$506,051
11								
12	Subtotal	\$11,278,109	\$11,862,409	\$11,454,522	\$12,281,840	\$11,885,689	\$11,376,854	\$10,661,057
13								
14	MEMBERSHIP DUES AND OTHER					ACTUAL		
15	Dues	\$654,494	\$638,368	\$638,573	\$609,906	\$598,848	\$611,284	\$617,203
16	Standards, Licensing Fees	\$21,694	\$90,859	\$84,152	\$2,704	\$38,714	\$14,000	\$11,700
17	Advisory	\$0	\$0	\$0	\$27,050	\$33,490	\$88,500	\$88,500
18	Misc. Donations	\$87,269	\$1,000	\$3,500	\$0	\$0	\$0	\$0
19	Awards	\$14,200	\$16,300	\$16,300	\$17,450	\$20,750	\$16,600	\$19,600
20	Special Events	\$18,210	\$20,966	\$21,729	\$31,282	\$34,887	\$15,125	\$15,125
21	Diversity Alliance	\$0	\$0	\$17,450	\$25,500	\$29,930	\$24,000	\$27,090
22	Project Outcome	\$0	\$0	\$0	\$0	\$37,250	\$0	\$5,850
23	Subtotal	\$795,867	\$767,493	\$781,704	\$713,892	\$793,870	\$769,509	\$785,068
24	PUBLICATIONS							
25	CHOICE	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,679,271
26	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
27	C&RL News	\$585,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$560,932
28	RBIM	\$39,923	\$37,831	\$34,661	\$22,871	\$29,870	\$27,373	\$26,907
29	Nonperiodical Publications	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$323,146
30	Library Statistics	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$152,279
31	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32								
33	Subtotal	\$4,079,632	\$3,959,524	\$4,062,517	\$3,926,148	\$3,643,197	\$3,791,048	\$3,758,235
34								
35	EDUCATION							
36	Institutes & Liscensed Workshops	\$321,036	\$344,038	\$277,048	\$421,728	\$308,921	\$355,624	\$368,450
37	ACRL Conference	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,571,251
38	Preconferences & RBMS Conference	\$264,380	\$281,374	\$238,601	\$265,297	\$223,245	\$218,895	\$218,260
39	Annual Conference & MW Programs	\$17,400	\$15,200	\$16,300	\$19,350	\$14,000	\$16,000	\$16,000
40	Web-CE	\$150,413	\$164,808	\$118,027	\$121,416	\$103,698	\$90,570	\$76,178
41								
42	Subtotal	\$3,424,176	\$782,420	\$3,465,272	\$864,426	\$3,199,528	\$657,089	\$3,250,139
43								
44	FUNDED PROJECTS							
45	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0	\$0
46	IMLS Grant - Cost Share	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47								
48	SPECIAL PROGRAMS							
49	Friends of ACRL-Restricted	\$35,677	\$38	\$66,070	(\$9,737)	\$0	\$30,640	\$30,640
50	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51								
52	TOTAL REVENUE	\$8,299,675	\$5,509,437	\$8,309,493	\$5,504,466	\$7,636,595	\$5,217,646	\$7,793,442
53	CHOICE Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,679,271
54								
55	TOTAL REV. W/O CHOICE	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$5,115,731	\$2,572,017	\$5,114,171
56								
57								
58	ACRL Conference Revenue	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,571,251
59	Total Rev. w/o ACRL Conference	\$2,611,337	\$2,639,463	\$2,553,704	\$2,654,548	\$2,566,068	\$2,596,017	\$7,685,422

	A	S	T	U	V	W	X	Y
60		FY 2015	FY2016	FY2017	FY2018	FY2019	2020	2021
61	OBJECT OF EXPENSE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
62								
63	MEMBERSHIP ACTIVITIES							
64	Membership Services*	\$185,781	\$178,523	\$157,152	\$200,336	\$49,671	(\$34,945)	\$52,604
65	Exec. Cttee. & Board	\$194,933	\$215,838	\$190,578	\$212,181	\$232,282	\$220,391	\$200,288
66	Advisory	\$77,494	\$58,191	\$111,170	\$100,632	\$60,706	\$81,226	\$86,163
67	Standards Distribution	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$5,150
68	Discussion Groups	\$0	0	\$0	\$0	\$0	\$0	\$0
69	Awards	\$36,752	\$43,133	\$38,163	\$47,571	\$48,676	\$47,490	\$51,227
70	Chapters	\$23,079	\$16,278	\$10,417	\$27,541	\$18,636	\$31,943	\$21,754
71	Committees	\$132,232	\$125,106	\$109,318	\$153,752	\$134,130	\$158,862	\$137,428
72	Sections	\$88,182	\$123,051	\$94,308	\$128,865	\$117,292	\$130,338	\$122,891
73	C&RL Over Revenue	\$43,871	\$48,271	\$44,455	(\$38,594)	\$32,209	\$41,100	\$37,606
74	C&RL News Over Revenue	\$0	\$0	\$0	\$82,825	\$0	\$18,931	\$0
75	Liaisons to Higher Ed. Organizations	\$47,059	\$59,040	\$51,730	\$43,951	\$41,205	\$55,009	\$42,967
76	Special Events	\$27,256	\$23,167	\$32,306	\$36,513	\$40,849	\$22,508	\$21,635
77	Information Literacy	\$45,090	\$69,517	\$51,071	\$37,333	\$44,503	\$15,510	\$20,533
78	Scholarly Communications	\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$131,180
79	Value of Academic Libraries	\$18,687	\$109,902	\$109,776	\$118,069	\$57,851	\$97,154	\$69,907
80	Government Relations	\$26,282	\$23,139	\$36,459	\$56,668	\$42,629	\$52,694	\$38,032
81	Scholarships	\$77,595	\$27,315	\$81,270	\$40,845	\$82,580	\$43,000	\$102,000
82	Annual Conference Programs	\$52,767	\$42,725	\$43,920	\$35,012	\$41,123	\$57,992	\$64,870
83	New Roles & Changing Landscapes	\$0	\$0	\$0	\$13,896	\$7,236	\$18,226	\$9,759
84	Diversity Alliance	\$0	\$0	\$16,429	\$32,770	\$42,920	\$65,878	\$56,615
85	Project Outcome	\$0	\$0	\$0	\$49,690	\$247,565	\$206,697	\$88,102
86	Subtotal	\$1,140,734	\$1,265,331	\$1,260,188	\$1,515,005	\$1,505,733	\$1,481,999	\$1,360,711
87								
89	SPECIAL PROJECTS							
92	Friends of ACRL-Restricted	\$0	\$38	\$66,070	(\$9,737)	\$67,820	\$0	\$60,000
93	Friends of ACRL-Operating	\$84,180	\$36,380	\$60,245	\$65,357	\$129,998	\$54,952	\$132,429
94								
95	Subtotal	\$84,180	\$36,418	\$126,315	\$55,620	\$197,818	\$54,952	\$192,429
96								
97	PUBLICATIONS							
98	CHOICE	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,668,331
99	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
100	C&RL News	\$446,431	\$424,675	\$429,039	\$404,314	\$550,606	\$564,657	\$553,371
101	RBM	\$32,739	\$36,592	\$32,744	\$28,477	\$19,622	\$22,566	\$19,897
102	Nonperiodical Publications	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$278,252
103	Library Statistics	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$105,789
104	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
105								
106	Subtotal	\$3,994,414	\$3,982,988	\$3,877,448	\$3,793,472	\$3,657,038	\$3,688,091	\$3,641,340
107								
108	EDUCATION							
109	Institutes & Liscensed Workshops	\$281,964	\$317,591	\$279,929	\$222,813	\$293,394	\$343,682	\$342,281
110	ACRL Conference	\$1,909,873	\$214,672	\$2,166,094	\$238,096	\$2,093,753	\$298,286	\$2,228,538
111	Preconferences & RBMS Conference	\$248,583	\$199,903	\$179,508	\$243,900	\$203,473	\$208,690	\$206,731
112	Web-CE	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$55,693
113								
114	Subtotal	\$2,506,134	\$822,567	\$2,676,945	\$780,887	\$2,640,251	\$925,066	\$2,833,243
115								
116	FUNDED PROJECTS							
117	IMLS Grant Cost Share (12) - Operating	\$29,849	\$1,293	\$870	\$0	\$0	\$0	\$0
118								
119	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0	\$0
120	Unallocated Admin					\$0		
121	TOTAL EXPENSES	\$7,755,311	\$6,108,559	\$7,875,696	\$6,154,721	\$7,933,021	\$6,150,108	\$7,967,723
122	CHOICE EXPENSES	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,668,331
123								
124	TOTAL EXP. w/o CHOICE	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$5,234,168	\$3,495,258	\$5,299,392
125								
126	TOTAL EXP. w/o CHOICE or ACRL Conference	\$2,727,689	\$2,764,521	\$2,654,344	\$3,185,774	\$3,140,414	\$3,196,971	\$3,070,854

	A	S	T	U	V	W	X	Y
127		FY 2015	FY2016	FY2017	FY2018	FY2019	2020	2021
128		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
129								
130	Net w/o CHOICE	\$677,409	(\$362,730)	\$548,561	(\$732,687)	(\$118,436)	(\$923,241)	(\$185,221)
131	CHOICE Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,990)	(\$9,221)	\$10,940
132	Transfer CHOICE LTI to ACRL LTI; FY19: Open							
132	Choice Write Down	\$0	\$0	\$0	\$350,000	(\$176,324)	\$0	\$0
133	Transfer ACRL Operating to CHOICE for OER	\$0	\$0	\$0	\$525,000	\$0	\$0	\$0
134	CHOICE Ending Operating Balance	\$2,884,451	\$2,648,937	\$2,533,295	\$2,926,294	\$2,571,979	\$2,562,758	\$2,573,698
135								
136		\$0	\$0					
137	Ending ACRL oper. reserve balance	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583	\$2,203,362
138	Mandated Operating Reserve	\$829,968	\$863,292	\$886,316	\$933,236	\$989,273	\$1,028,604	\$1,060,858
139								
140	Added to/Transferred from ACRL LTI Fund from							
140	Operating	\$150,000	\$250,000	\$250,000	\$0	(\$125,000)	\$0	\$0
141	Interest, Gains, Losses for ACRL LTI	(\$62,733)	\$190,358	\$362,143	\$426,761	\$122,730	\$249,151	\$286,202
142	Interest, Gains, Losses for CHOICE LTI	(\$47,322)	\$878	\$31,378	\$41,774	\$9,027	\$10,355	\$27,833
143	ACRL LTI Ending Balance	\$3,127,523	\$3,567,883	\$4,180,025	\$4,956,786	\$4,954,515	\$5,203,665	\$5,489,866
144	CHOICE LTI Ending Balance	\$848,318	\$849,196	\$880,574	\$572,349	\$538,536	\$506,051	\$533,883
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1	1/8/2020 15:14		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	2021
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
3									
4	STRATEGIC PRIORITIES								
5	1. Value of Academic Libraries								
6	Val Initiative -3703	Revenue	\$0	\$0	\$0	\$0	\$37,250	\$0	\$0
7		Expense	\$17,021	\$29,642	\$109,776	\$118,069	\$57,851	\$97,154	\$69,907
8		Net	(\$17,021)	(\$29,642)	(\$109,776)	(\$118,069)	(\$20,601)	(\$97,154)	(\$69,907)
9	Project Outcome - 3712	Revenue	\$0	\$0	\$0	\$0	\$37,250	\$0	\$5,850
10		Expense	\$0	\$0	\$0	\$49,690	\$247,965	\$206,697	\$88,102
11		Net	\$0	\$0	\$0	(\$49,690)	(\$210,715)	(\$206,697)	(\$82,252)
12	Assessment in Action - 3707, 3806	Revenue	\$0	\$66,000	\$0	\$0	\$0	\$0	\$0
13		Expense	\$1,666	\$80,260	\$0	\$0	\$0	\$0	\$0
14		Net	(\$1,666)	(\$14,260)	\$0	\$0	\$0	\$0	\$0
15	Subtotal Revenues 1		\$0	\$66,000	\$0	\$0	\$74,500	\$0	\$5,850
16	Subtotal Expenses 1		\$18,687	\$109,902	\$109,776	\$167,759	\$305,416	\$303,851	\$158,009
17	Subtotal Net 1		(\$18,687)	(\$43,902)	(\$109,776)	(\$167,759)	(\$230,916)	(\$303,851)	(\$152,159)
18	2. Student Learning								
19	Information Literacy -3711	Revenue	\$0	\$19,491	\$0	\$0	\$0	\$0	\$0
20		Expense	\$45,099	\$86,224	\$51,071	\$37,333	\$44,503	\$15,510	\$20,533
21		Net	(\$45,099)	(\$66,733)	(\$51,071)	(\$37,333)	(\$44,503)	(\$15,510)	(\$20,533)
22	III. Immersion National -3830	Revenue	\$180,281	\$191,842	\$165,303	\$232,048	\$222,065	\$184,714	\$218,245
23		Expense	\$158,267	\$170,301	\$162,173	\$222,813	\$212,324	\$183,745	\$210,504
24		Net	\$22,014	\$21,541	\$3,130	\$9,235	\$9,741	\$989	\$7,741
25	III. Immersion Regional - 3832	Revenue	\$16,200	\$0	\$45,950	\$0	\$0	\$0	\$0
26		Expense	\$11,257	\$0	\$38,486	\$0	\$0	\$0	\$0
27		Net	\$4,943	\$0	\$7,464	\$0	\$0	\$0	\$0
28	III. Immersion Assessment -3836	Revenue	\$80,055	\$80,705	\$0	\$0	\$0	\$0	\$0
29		Expense	\$75,739	\$78,924	\$0	\$0	\$0	\$0	\$0
30		Net	\$4,316	\$1,781	\$0	\$0	\$0	\$0	\$0
31	Immersion Licensing -3834	Revenue	\$44,500	\$52,500	\$0	\$0	\$0	\$22,500	\$25,000
32		Expense	\$36,701	\$49,658	\$0	\$3,759	\$0	\$15,491	\$15,000
33		Net	\$7,799	\$2,841	(\$548)	\$0	(\$3,750)	\$6,009	\$9,997
34	Subtotal Revenues 2		\$321,036	\$344,538	\$211,253	\$232,048	\$222,065	\$207,214	\$243,245
35	Subtotal Expenses 2		\$327,054	\$387,108	\$252,578	\$260,146	\$260,577	\$215,746	\$246,040
36	Subtotal Net 2		(\$6,018)	(\$42,570)	(\$41,325)	(\$28,098)	(\$38,512)	(\$8,532)	(\$2,795)
37	3. Research and Scholarly Environment								
38	Scholarly Communications -3702	Revenue	\$8,000	\$10,000	\$10,000	\$10,000	\$8,956	\$10,000	\$10,000
39		Expense	\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$131,180
40		Net	(\$50,245)	(\$79,076)	(\$61,476)	(\$109,856)	(\$145,220)	(\$128,426)	(\$121,180)
41	Subtotal Revenues 3		\$8,000	\$10,000	\$10,000	\$10,000	\$8,956	\$10,000	\$10,000
42	Subtotal Expenses 3		\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$131,180
43	Subtotal Net 3		(\$50,245)	(\$79,076)	(\$61,476)	(\$109,856)	(\$145,220)	(\$128,426)	(\$121,180)
44	4. New Roles and Changing Landscapes								
45	New Roles and Changing Landscapes -3403	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
46		Expense	\$0	\$0	\$3,887	\$13,896	\$7,236	\$18,226	\$9,759
47	Subtotal Revenues 4		\$0	\$0	\$0	\$0	\$0	\$0	\$0
48	Subtotal Expenses 4		\$0	\$0	\$3,887	\$13,896	\$7,236	\$18,226	\$9,759
49	Subtotal Net 4		\$0	\$0	(\$3,887)	(\$13,896)	(\$7,236)	(\$18,226)	(\$9,759)
50									
51	Subtotal Revenues STRATEGIC PRIORITIES		\$329,036	\$420,538	\$221,253	\$242,048	\$306,421	\$217,214	\$259,095
52	Subtotal Expenses STRATEGIC PRIORITIES		\$403,986	\$586,086	\$437,717	\$561,657	\$728,305	\$676,249	\$544,988
53	Subtotal Net STRATEGIC PRIORITIES		(\$74,950)	(\$165,548)	(\$216,464)	(\$319,609)	(\$421,884)	(\$459,035)	(\$285,893)
54									

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1	1/8/2020 15:14		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	2021
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
103	Publications								
104	Trends & Statistics -3202	Revenue	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$152,279
105		Expense	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$105,789
106		Net	\$17,433	\$27,685	\$46,971	\$46,487	(\$24,378)	\$62,914	\$46,490
107	ACRL Standards -3204	Revenue	\$13,694	\$8,434	\$1,802	\$2,704	\$1,464	\$4,000	\$1,700
108		Expense	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$5,150
109		Net	\$8,265	(\$4,625)	(\$8,388)	(\$12,589)	(\$7,128)	(\$9,569)	(\$3,450)
110	C&RL - 3300	Revenue	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
111		Expense	\$62,931	\$65,802	\$65,598	\$53,352	\$48,263	\$57,300	\$53,306
112		Net	(\$43,871)	(\$48,271)	(\$44,456)	(\$38,594)	(\$32,209)	(\$41,100)	(\$37,606)
113	C&RL News - 3302	Revenue	\$595,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$560,932
114		Expense	\$446,431	\$424,675	\$429,039	\$487,139	\$550,606	\$583,588	\$553,371
115		Net	\$139,342	\$98,401	\$219,515	\$82,825	\$63,352	(\$18,931)	\$7,561
116	RBMS - 3303	Revenue	\$39,923	\$37,831	\$34,661	\$22,871	\$29,870	\$27,373	\$26,907
117		Expense	\$32,739	\$36,592	\$32,744	\$21,400	\$22,566	\$22,566	\$19,897
118		Net	\$7,184	\$1,239	\$1,917	\$1,471	\$10,248	\$4,807	\$7,010
119	Non-Periodical Pubs -3400	Revenue	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$323,146
120		Expense	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$278,252
121		Net	\$54,315	\$85,603	\$31,431	\$58,146	\$114,927	\$44,457	\$44,894
122	REAL - Applied Research - 3401	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
123		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
124		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
125	CHOICE -3900	Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,679,271	\$2,679,271
126		Expense	\$3,160,447	\$3,129,365	\$3,055,258	\$2,945,284	\$2,698,854	\$2,668,331	\$2,668,331
127		Net	(\$143,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,991)	\$110,940	\$110,940
128	Subtotal Revenues Publications		\$4,093,326	\$3,967,958	\$4,064,319	\$3,928,852	\$3,644,660	\$3,828,690	\$3,759,935
129	Subtotal Expenses Publications		\$4,043,714	\$4,044,318	\$3,932,093	\$3,923,107	\$3,697,839	\$3,775,172	\$3,684,096
130	Subtotal Net Publications		\$49,612	(\$76,360)	\$132,226	\$5,745	(\$53,179)	\$53,518	\$75,839
131									
132	Subtotal Rev Pub w/out CHOICE		\$1,075,935	\$1,074,984	\$1,123,825	\$1,115,569	\$1,123,797	\$1,149,419	\$1,080,664
133	Subtotal Exp Pub w/out CHOICE		\$893,267	\$914,952	\$876,835	\$977,823	\$998,985	\$1,106,841	\$1,015,765
134	Subtotal Net Pub w/out CHOICE		\$182,668	\$160,032	\$246,990	\$137,746	\$124,812	\$42,578	\$64,899
135									
136	Education								
137	RBMS Regional Workshops -3209	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
138		Expense	\$0	\$0	(\$1)	\$0	\$0	\$0	\$0
139		Net	\$0	\$0	\$1	\$0	\$0	\$0	\$0
140	Web CE -3340***	Revenue	\$150,413	\$164,808	\$118,027	\$121,416	\$103,698	\$90,570	\$76,178
141		Expense	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$55,693
142		Net	\$84,699	\$74,407	\$66,612	\$45,338	\$54,067	\$16,162	\$20,485
143	Licensed Workshops -3341	Revenue			\$55,795	\$179,680	\$77,000	\$148,410	\$125,205
144		Expense			\$78,422	\$144,325	\$77,320	\$143,446	\$116,774
145		Net		\$0	(\$22,627)	\$35,355	(\$320)	\$4,964	\$8,431
146	Midwinter Workshops -3700	Revenue	\$13,275	\$0	\$0	\$0	\$0	\$0	\$0
147		Expense	\$17,901	\$0	\$0	\$0	\$0	\$0	\$0
148		Net	(\$4,626)	\$0	\$0	\$0	\$0	\$0	\$0
149	RBMS Conference -3800	Revenue	\$231,570	\$203,174	\$230,061	\$257,422	\$223,245	\$207,609	\$218,205
150		Expense	\$205,406	\$185,476	\$170,544	\$233,825	\$187,146	\$198,030	\$206,731
151		Net	\$26,164	\$17,698	\$59,517	\$23,597	\$36,099	\$9,579	\$11,523

Board Working Group Status Chart

Title	Task(s)	Members	Status
EDI Communications Working Group	<p>Consider ways to convey EDI Core Commitment to Board candidates.</p> <p>Coordinate with VAL on their social justice <i>ACRL Insider</i> posts.</p> <p>Review EDI initiatives brainstormed during SPOS 2019.</p>	Karen (convener), Jon, April, Carolyn	<p>Midwinter 2020: The Board will receive an update on the tasks outlined during the Fall 2019 meeting.</p> <p>Fall 2019: Board received an update at the Fall Board Virtual Meeting. The Board made recommendations for next steps, which are included in the tasks' column.</p>
SCOE Communications Working Group	In advance of the Nov 18 Fall Board Virtual Meeting, give an update to the Board on an early December report out to membership to let ACRL members know that the ACRL Board is closely monitoring the work of SCOE and give an overview of SCOE's timeline and recommendations. Working Group should also consider if ACRL and PLA should issue a joint statement on SCOE.	Karen Munro, Emily Daly	<p>Midwinter 2020: During the January 15, 2020, Virtual Meeting (or before), the Board will receive an update from the SCOE Communications Board Working Group and discuss next steps. The Board will consider if it should make a statement to the ALA Executive Board, if it would like to include other ALA Units, and if so when to make the statement.</p> <p>Fall 2019: Board will receive an update at the Fall Board Virtual Meeting.</p>

This page included to accommodate double sided printing.

FY21 Personal Member Dues Increase Projection

Category	Current Rate	Projected FY20 HEPI¹ Increase	\$ Amount**	Proposed FY21 Rate	Members*	Projected Revenue	Additional FY 21 Revenue	Cumulative Revenue from FY12 – FY19 Dues Increases
Personal	\$68	2.4%	\$2.00 ²	\$70	7,927	\$554,890	\$15854	\$401,944
Retired	\$44	2.4%	\$1.00	\$45	322	\$14,490	\$322	\$11,505
Students	\$5***	2.4%	\$0.00	\$5	1,061	\$5,305	\$0	-\$56,368

Total	\$574,685	\$14,561	\$357,081
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*Based on October 2018 membership report. Calculations exclude the 205 personal members who pay no dues.

Complimentary memberships are given to Spectrum Scholars, pre-1976 continuing members (retired with 25 years of continuous ALA membership), and pre-1976 life members.

**Increase rounded to the nearest dollar.

***Note: the \$5 student dues was a pilot program. The Board will need to decide whether to continue this program or not. (See Board Doc #17.0/B&F Doc #12.0)
Current ALA student dues are \$39.

¹ HEPI stands for Higher Education Price Index. The Higher Education Price Index (HEPI) is an inflation index designed specifically to track the main cost drivers in higher education. Additional information is available at <http://www.commonfund.org/CommonfundInstitute/HEPI/Pages/default.aspx>. Data from the annual Commonfund Higher Education Price Index (HEPI) for 2019 was released on December 20, 2019. It shows that inflation for U.S. colleges and universities rose 2.5 percent in fiscal year 2019, a decline from last fiscal year's 2.9 percent rate but higher than the average of 2.4 percent for the preceding five fiscal years.

² ACRL Bylaws Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. Preliminary HEPI forecasts are now issued in April, June, and August, and this document will be updated in April 2020. In the meantime the average of the past five years (which is 2.4%) is used to calculate the forecast on the advice of Bob Jarvis, Director of Research, Commonfund. 2.4% of ACRL's current personal dues rate of \$68 is \$1.63. Similarly, 2.4% of ACRL's current retired member dues rate of \$44 is \$1.05. Rounded to the nearest dollar the largest increase possible (at this time) for regular member categories in FY21 is \$2.00 and \$1.00 for retired members. Student dues were fixed at \$5 through FY20 and will be reviewed prior to FY21.



ALA announces sale of its headquarters buildings

For Immediate Release

Fri, 12/06/2019

Contact:

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

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

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

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

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

"A project this large and this long in the making could not have been accomplished without the tireless help of many parties, including the ALA Executive Board, Mary Ghikas, Associate Executive Director, Human Resources Dan Hoppe, former ALA CFO Mark Leon, interim CFO Denise Moritz, our partners at Cushman and Wakefield, and countless others," said Brown. "It's

a historic moment for ALA, and we look forward to celebrating with our members, partners, and friends when we welcome more than 20,000 library workers to Chicago for ALA's Annual Conference and Exhibition in June 2020."

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



ALA 2019 Annual Conference – ACRL Board of Directors, Directors-at-Large

Thursday, June 20, 2019

6:30 PM	o Meet in lobby to walk/share cabs to dinner	Washington Hilton, Lobby
7:00 PM	o Board Dinner	Soi 38, 2101 L St NW

Friday, June 21, 2019

7:30 AM	o Light Breakfast	Washington Hilton, Holmead
8:00 AM – 10:00 AM	● Board Update	Washington Hilton, Holmead
10:00 AM - Noon	● Board Orientation (ACRL)	Washington Hilton, Holmead
10:00 AM	● ACRL Board Photo	Washington Hilton, Holmead
12:30 PM – 1:30 PM	● ACRL Leadership Council Community Social	Washington Hilton, Lincoln
1:30 PM - 4:00 PM	● ACRL Leadership Council & Membership Meeting	Washington Hilton, Lincoln
4:00 PM – 5:30 PM	o Opening General Session	Washington Convention Center, Hall D

Saturday, June 22, 2019

8:30 AM – 10:00 AM	o ACRL 101 (30-45 Minute presentation)	Washington Hilton, Lincoln
10:30 AM – 12:00 PM	o ACRL President's Program: Equity, Diversity, Inclusion... and Leadership: Where Do We Go From Here?	Washington Convention Center, 146A
12:00 PM – 1:30 PM	o ALA Remodel Recommendations Input Session with SCOE	Washington Convention Center, 103B
1:30 PM - 5:30 PM	● Board of Directors Meeting I (ACRL)	Washington Hilton, Holmead
4:30 PM – 5:30 PM	o ALA Membership Meeting	Washington Convention Center, Ballroom A

Sunday, June 23, 2019

12:00 PM – 1:30 PM	o ALA Remodel Recommendations Input Session with SCOE	Washington Convention Center, 103B
2:30 PM – 4:00 PM	o ALA Remodel Recommendations Input Session with SCOE	Washington Convention Center, 103B
3:00 PM -5:30 PM	o ALA Award Ceremony and Presidents Program	Washington Convention Center, Ballroom B-C

Monday, June 24, 2019

11:30 AM – 1:00 PM	● ACRL Board Lunch	Washington Hilton, ACRL Suite
12:00 PM – 1:30 PM	o ALA Remodel Recommendations Input Session with SCOE	Washington Convention Center, 103B
1:30 PM – 4:30 PM	● ACRL Board of Directors II	Washington Hilton, Holmead

Tuesday, June 25, 2019

10:00 AM – 11:30 AM	o Closing General Session feat. Mo Rocca	Washington Convention Center, Ballroom B-C
11:45 AM – 2:00 PM	o Inaugural Luncheon (ticketed)	Marriott Marquis, Marquis Ballrm Salon 1-5

Equity, Diversity, Inclusion Brainstorming

1. The following list of initiatives were brainstormed during the ACRL Strategic Planning and Orientation Session (SPOS) held during October 23-25, 2019. They are possibilities for the Board to consider and are not in priority order. Appointments Process: review to make more inclusive. Make sure we are not privileging the expectations/requirements of research libraries when we ask people to apply for appointment. Build int welcoming, invitational message to appointments process
2. ALA Ethnic Caucuses: find more ways to routinely include/reach out to ethnic causes. How do we partner with the caucuses?
3. Membership Retention: What can we do to think about retaining those working in academic libraries?
4. Sections are also engaged in this work; how do we better engage with sections/capitalize on their work?
5. Diversity Pipeline: search advocate or search resources at institutions to assist with inclusive hiring practices, reduce biases
6. Consider developing standards/guidelines for recruitment. Oregon State has a “search advocate.” Can ACRL model something similar?
7. RoadShows: review for inclusivity.
8. Professional Development:
 - a. Consider development of EDI RoadShow that is the beginning of a year-long effort. If developed, investigate subsidized or reduced cost model.
 - b. Harvard Leadership Scholarships: Consider asking Harvard if they would support. ACRL had supported for a while but cut from budget due to lack of applicants and cost.
 - c. EDI Webcast
 - d. EDI Choice podcast
 - e. PD for White Fragility: possible book discussion club. Librarians are piloting something similar in the University of Miami and Virginia. Perhaps with university, community college focus to set apart from existing readers’ guides.
 - f. Is there something we could develop that is free to members, much like New Roles is doing with the change management self-paced course.
 - g. How do we provide inclusive leadership training, ally training, implicit bias, etc. to ACRL leaders on rotating basis that is affordable?
 - h. Market roadshows to Consortia—Obis-Cascade, GWLA, etc. unconference; informal space where folks can talk—not recorded
9. HBCUs, HSIs & Tribal Colleges: consider ways that ACRL can reach out to HBCUs, HSIs & tribal colleges. Possible ideas:
 - a. Invite to apply for an appointment
 - b. Invite to become a member
 - c. Send a general message from President or ED asking sharing ACRL’s Core Commitment and asking for ways that ACRL could support HBCUs or partner on projects.
10. How to get involved webcast: consider ways that EDI could be incorporated.
11. Virtual Leadership Council Inclusivity and Planning

- a. Whom to invite? Invite HBCUs, HSIs, tribal colleges? If inviting to virtual, would need to also invite to in-person breakfast (later decided to keep Leadership Council to usual audience and consider other venues to expand audience)
 - b. Consider an informal networking option at the beginning? Do not record these.
 - c. How to engage in breakout rooms?
 - d. Record and share session for those unable to attend.
 - e. Incorporate interactive feature, such as Poll Anywhere
 - f. Possible agenda topics: EDI accomplishments
 - g. Develop guidelines on how to identify self when logging in. Include name and group in parentheses?
 - h. Facilitate introductions—people can add their photo, where they are from, etc. and send in advance of meeting
12. Is there some work that IMLS would support?
13. Recommend academic librarians for the ODLOS speaker series
14. Provide a mentor program for librarians of color undergoing the tenure/appointment process.
15. Look at Oberlin Group examples of lighting talks on EDI, grounded, practical, real-life examples.
16. How to communicate EDI initiatives:
- a. Must be more than a list. Need to focus on outcomes.
 - b. Need to frame any reports appropriately, e.g., priorities, activity, impact, outcome
 - c. How do we build capacity of ACRL leaders in EDI?
 - d. Find stories of EDI; maybe videos that can be shared (some at ACRL 2019 Conference?)
 - e. Consider audience. May be some fatigue. How do we go beyond entry level work, recognizing that some entry level work still needed?
 - f. Make roadshows, webcasts, part of communication plan
 - g. We have heard you, recognize these are high level issues. . .
 - h. Consider membership surveys, focus groups
 - i. How to best use these venues for communicating about ACRL & EDI:
 - i. Chapters Council
 - ii. ACRL 2021 Conference
 - iii. Town Hall meeting—virtually or at ACRL Conference
 - iv. ACRL Officer visits to Chapters
 - v. Webinars showcasing how ACRL communities are infusing work with EDI
 - vi. Midwinter Leadership Council/Annual Leadership Council
 - vii. How to get involved webinar
 - viii. Choice Podcasts (The Authority File)
 - ix. ACRL 101
 - x. Library & Information Science Schools

Chronicle of Higher Education EDI Article

Newkirk, Pamela. "Why Diversity Initiatives Fail: Symbolic gestures and millions of dollars can't overcome apathy." *The Chronicle of Higher Education*, November 6, 2019.

<https://www.chronicle.com/interactives/20191106-Newkirk>.

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Board of Directors Discussion Form

To: ACRL Board of Directors, ACRL Budget & Finance Committee

Subject: Review of ACRL Student Dues Pilot Program

Submitted by: Mary Jane Petrowski, ACRL Associate Director

Date submitted: January 8, 2020

Background

In June 2017 the ACRL Board of Directors approved reducing ACRL student membership dues by 87.8% to \$5 effective September 1, 2017, for a three-year period (September 1, 2017 – August 31, 2020). Since we are in the last year of the pilot program, it is now time to decide if students dues should continue at the \$5 level.

See ACRL Student Membership Pilot Program Analysis (Doc. 17.1) for more detailed impact analysis.

Questions for Discussion

The 3-year student dues pilot program will end on August 31, 2020, and the Budget and Finance can recommend any of the following actions to the ACRL Board including:

- Maintain student dues at the \$5 level.
- Lower student dues.
- Restore student dues to FY17 level (\$45)
- Increase student dues to some amount between \$6-\$44 per year.

Below are some factors to consider in setting FY21 ACRL student member dues:

1. The low dues rate has been instrumental in increasing ACRL student membership by almost 75% (+405) and helping to offset the 10.4% (-826) decline in the number personal members.
2. ACRL offers the lowest student member rate of all ALA divisions and has the second highest student membership.¹ The low dues rate is very much appreciated by students and is viewed as

¹ Beginning in 2018, many library school courses adopted an AASL textbook and made it required reading. Students who joined AASL received a \$100 discount on the text.

a sign of inclusion. A student focus group conducted in April 2019 found that “the discounted student rate enables [student] participation and also makes them feel welcome as newcomers to the field.”

3. The low barrier to membership can be viewed as a symbolic investment in the future of academic librarianship. According to the 2019 ACRL student focus group report, the discounted student rate provides students with an opportunity to gain exposure to the field before entering the job market: “[Students] know that they want to become academic librarians, but they may not know any academic librarians or have any experience working in an academic library. Even those with some experience (through internships, student employment, etc.) feel they need to ‘flesh out’ their knowledge and learn how academic librarianship functions as a profession.”
4. At least one university has a donor who is committed to funding ACRL memberships for University of Iowa LIS students at the current \$5.00 rate indefinitely. If dues were to increase, the donor might not be willing to fund 59 student memberships at a higher level.² There may be other schools with similar funding commitments.
5. Any changes to ACRL’s student dues may become irrelevant in several years if the SCOE recommendations are implemented with respect to a simplified dues structure and uniform dues for all divisions.
6. Most ALA divisions charge \$15-\$20 for student memberships suggesting that the current ACRL student rate could be increased by \$10-\$15.

Stakeholders

The ACRL Membership Committee and the ACRL Section Membership Committee have not yet been consulted, but could be. This initiative originated with the ACRL Budget & Finance 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.

ACRL MW20 Doc 17.0
(Also ACRL MW20 B&F Doc 12.0)

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

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ACRL Student Membership Pilot Program Analysis

Background

In June 2017 the ACRL Board of Directors approved reducing ACRL student membership dues by 87.8% to \$5 effective September 1, 2017, for a three-year period (September 1, 2017 – August 31, 2020). Since we are in the last year of the pilot program, it is now time to decide if students due should continue at the \$5 level.

Student Membership Has Increased

As of November 30, 2019, ACRL student membership has increased 74.6% (+468) over August 2017 and now stands at 1,095 which is 11.5% of all ACRL personal members.¹ Our FY18 goal was to increase student membership to 700 which is an 11.6% increase over FY17, and we exceeded that goal. As Fig. 1 below shows, student membership has almost rebounded to FY12 levels when a number of library schools provide free memberships to their students.

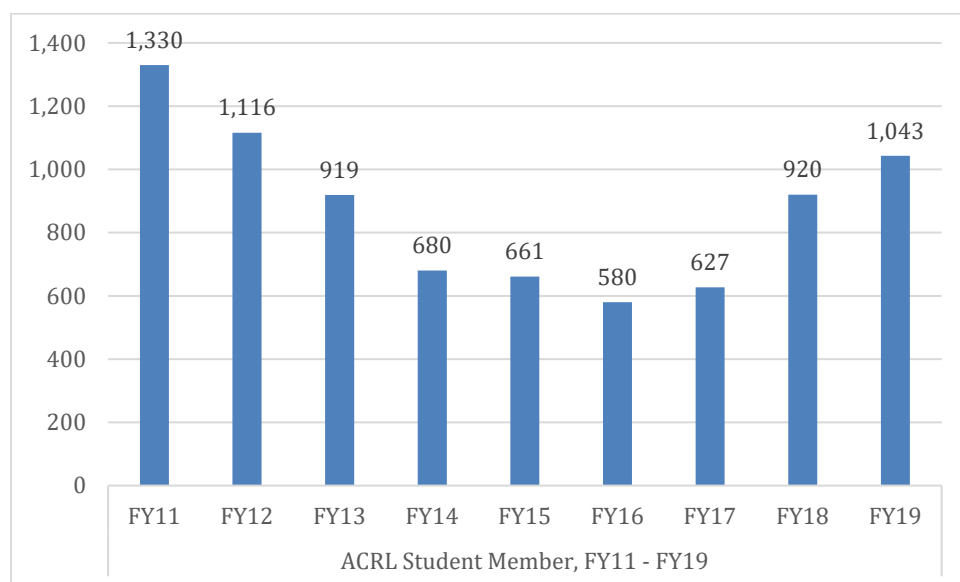


Fig. 1. ACRL Student Membership, FY11-FY19

Student Retention is Up

Fig. 2 below shows that the retention rate for student members has increased modestly since 2012: for first-time members it has grown 4%, increasing from 36.7% to 40.7% over the last eight years. (During the same 8-year period the overall retention rate for first-time ACRL members decreased 4% from 53.5% to 49.5%.) Additionally, of the 554 students who joined ACRL between September 1, 2017 – July 17, 2018, almost 35.7% renewed their ACRL membership for a second year. A full of analysis of the 3-year cohort will be possible at the end of August 2021. **Appendix A** (Board Doc. 17.2, B&F Doc 12.2) provides a brief summary of the various recruitment and retention programs undertaken to

promote ACRL membership and retain student members.

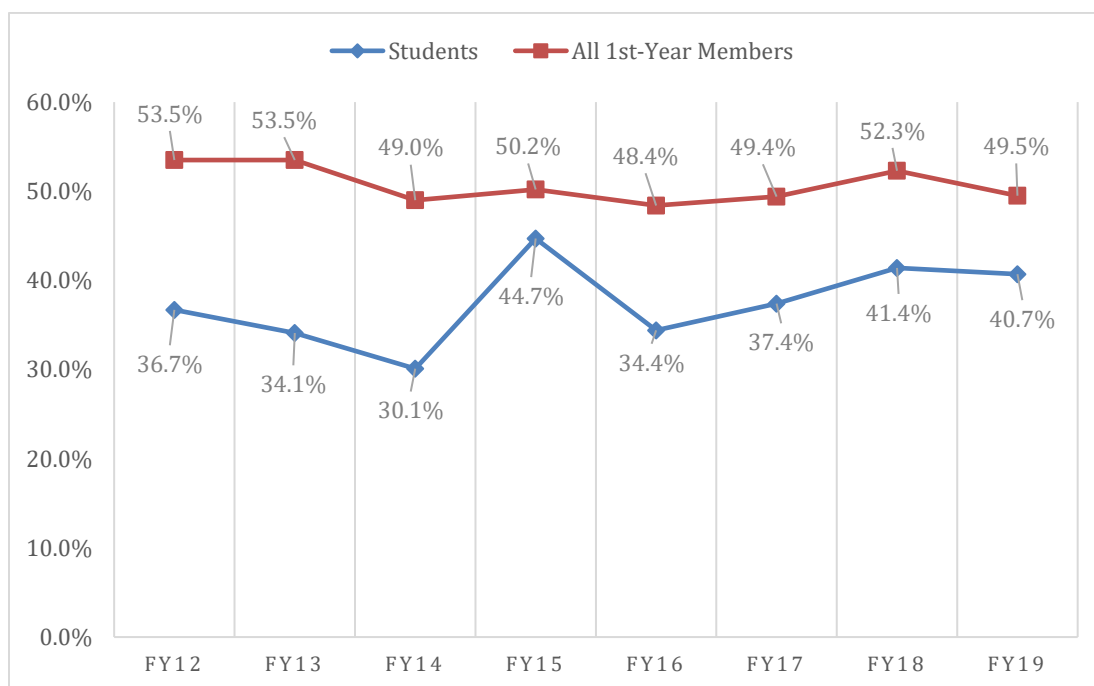


Fig. 2. Retention Rates: All 1st-Year ACRL Members vs. 1st-Year ACRL Student Members

Fig. 3 below shows that from FY12 to FY19, the number of student members who dropped their ACRL membership after one year has declined 3.6% from 32.7% to 29.1%.

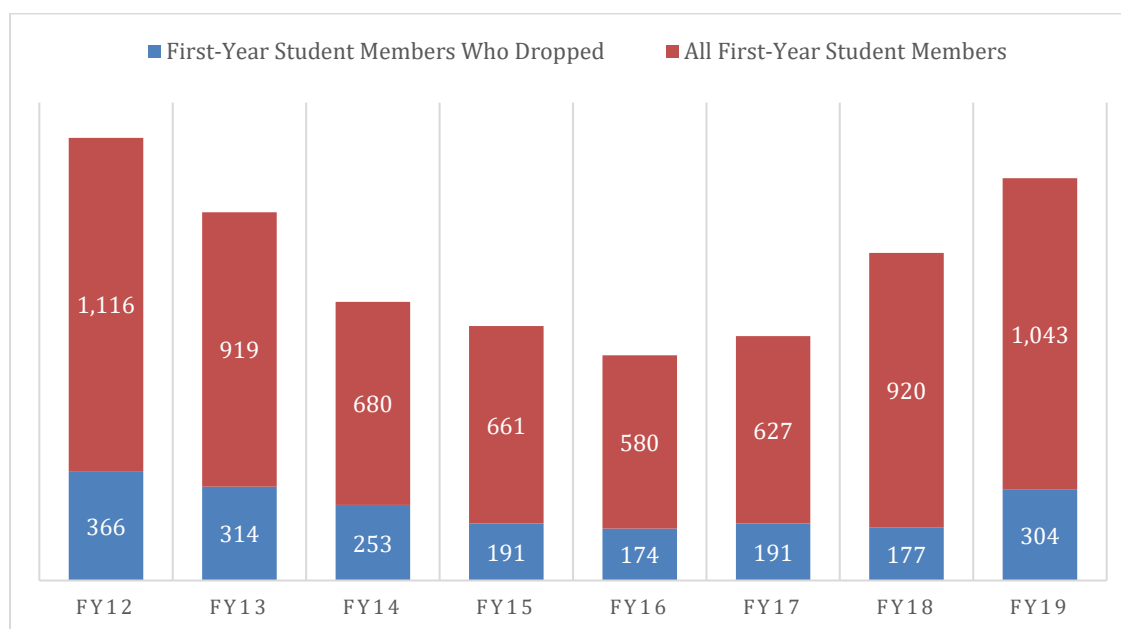


Fig. 3. ACRL Student Members in Relation to ACRL Student Members Who Dropped, FY12-FY19

Fig. 4 shows that since FY12 the number of first-year students who drop ACRL and ALA has declined by 19.4% while the number of students who maintain membership in ALA (and/or another division) has remained steady in the 55-57% range.

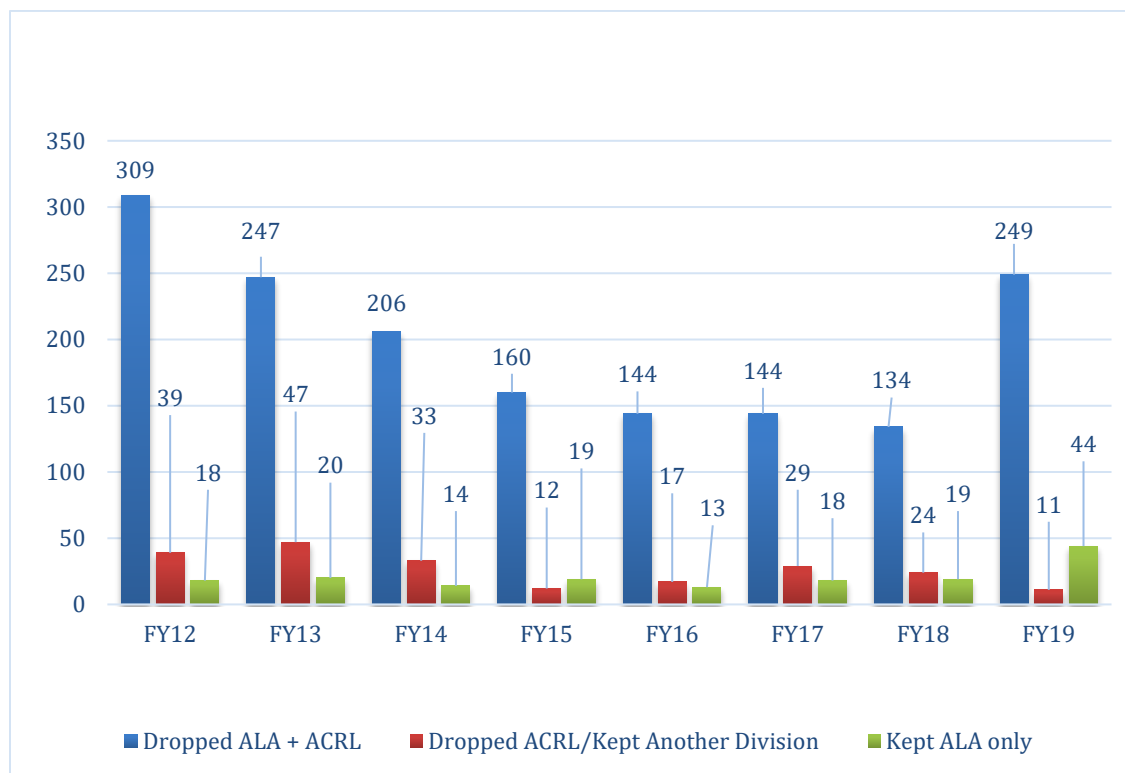


Fig. 4. First-Year ACRL Student Members Who Did Not Renew Their Membership

Discounted Student Dues Do Not Always Correlate with High Membership

Fig. 5 below compares ACRL student membership and membership dues with other ALA divisions. The \$5 dues level is clearly an attractive price point, however, the AASL student membership is high because student members receive a substantial discount on a required AASL textbook for many youth services courses. Students members can purchase the required AASL text for \$99 instead of \$199 and this is a significant membership driver.

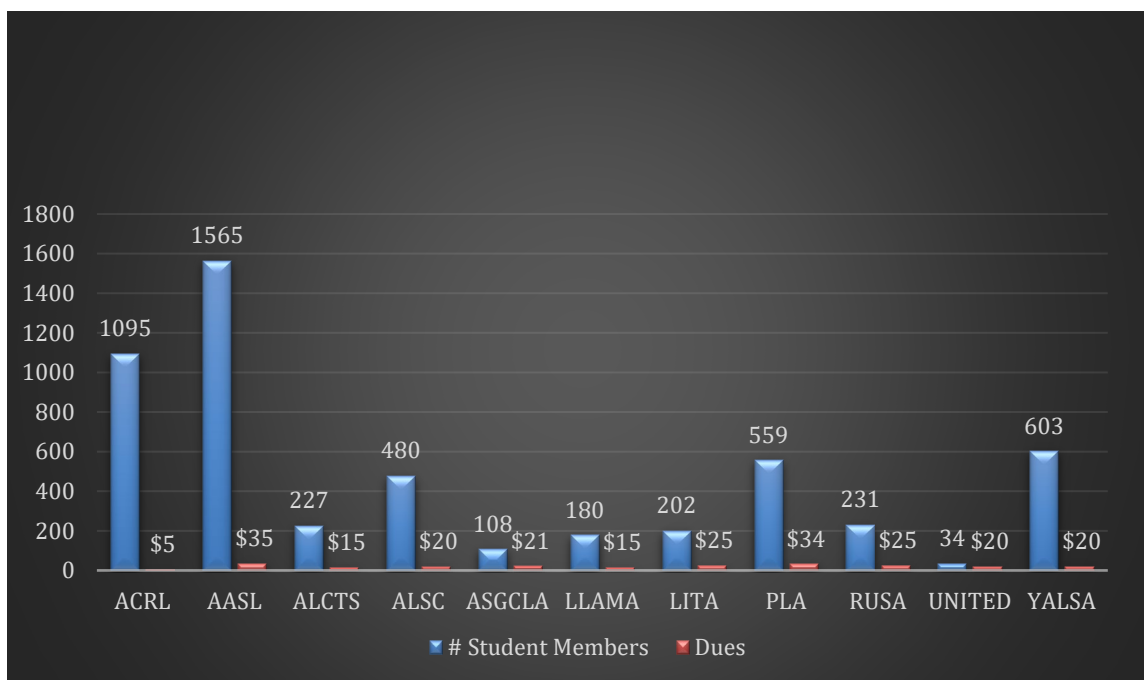


Fig. 5. Student Membership & Dues by ALA Division (November 2019)

Financial Impact

Since F17, increases in revenue from personal and retired member dues have been offset by the drop in revenue from student dues. Since September 2017, when the new student dues rate went into effect, ACRL has seen a decline of more than \$56,000 in dues revenue which would have been realized if the \$45 dues level had been maintained. On an annualized basis this amounts to \$28,000 per year (or 4.5% of the projected FY21 dues revenue). The chart below shows the cumulative effect of dues increases (and decreases) on membership revenue since FY12. The revenue gains are real but the losses are somewhat hypothetical in that they assume we would have had 920 student members in 2018 and 1043 student members in FY19.

Category	Current Rate	Projected FY20 HEPI Increase	\$ Amount	Proposed FY21 Rate	Members	Projected Revenue	Additional FY 21 Revenue	Cumulative Revenue from FY12 – FY19 Dues Increases & Decreases
Personal	\$68	2.4%	\$2.00	\$70	7,927	\$554,890	\$15,854	\$401,944
Retired	\$44	2.4%	\$1.00	\$45	322	\$14,490	\$322	\$11,505
Students	\$5	2.4%	\$0.00	\$5	1,061	\$5,305	\$0	-\$56,368

Total	\$574,685	\$14,561	\$357,081
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Factors to Consider in Setting FY21 ACRL Student Member Dues

1. The low dues rate has been instrumental in increasing ACRL student membership by almost 75% (+405) and helping to offset the 10.4% (-826) decline in the number personal members.
2. ACRL offers the lowest student member rate of all ALA divisions and has the second highest student membership.¹ The low dues rate is very much appreciated by students and is viewed as a sign of inclusion. A student focus group conducted in April 2019 found that “the discounted student rate enables [student] participation and also makes them feel welcome as newcomers to the field.”
3. The low barrier to membership can be viewed as a symbolic investment in the future of academic librarianship. According to the 2019 ACRL student focus group report, the discounted student rate provides students with an opportunity to gain exposure to the field before entering the job market: “[Students] know that they want to become academic librarians, but they may not know any academic librarians or have any experience working in an academic library. Even those with some experience (through internships, student employment, etc.) feel they need to ‘flesh out’ their knowledge and learn how academic librarianship functions as a profession.”
4. At least one university has a donor who is committed to funding ACRL memberships for University of Iowa LIS students at the current \$5.00 rate indefinitely. If dues were to increase, the donor might not be willing to fund 59 student memberships at a higher level.² There may be other schools with similar funding commitments.
5. Any changes to the student dues may be irrelevant in several years if the SCOE recommendations are implemented with respect to a simplified dues structure.
6. Most ALA divisions charge \$15-\$20 for student memberships suggesting that the current ACRL student rate could be increased by \$10-\$15.

The chart below shows the impact of various student dues rates and assumes a lower student membership of 637 (the average student membership during FY14-FY17). Note: \$45 was the student dues rate in FY17 prior to the \$5 student dues pilot program.

Student Dues	Revenue	Additional Revenue	Additional Revenue as % of FY21 Dues Revenue
\$10	\$6,370	\$3,185	0.5%
\$15	\$9,555	\$6,370	1.0%
\$20	\$12,740	\$9,555	1.5%
\$45	\$28,665	\$25,480	4.1%

¹ Beginning in 2018, many library school courses adopted an AASL textbook and made it required reading. Students who joined AASL received a \$100 discount on the text.

² John P. Culshaw and Mary Rettig, “Philanthropic partnership at the University of Iowa: Providing complimentary ACRL membership to LIS students,” *College & Research News* (November 2018).
<https://crln.acrl.org/index.php/crlnews/article/view/17439>.

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Appendix A: ACRL Student Membership Promotion and Retention Plans

Recruitment and Retention Plan Implementation

Members of the Board and ACRL Budget and Finance Committee provided feedback on the recruitment and retention plan at their joint meeting in February 2018. In addition to the activities outlined in the marketing plan (**Attachment 1**), committee members recommended developing talking points for library directors who are invited to speak with library school students.

Key Achievements, FY18-FY20

- Since FY18, ACRL has profiled 21 new student members on ACRL Insider and Facebook (**Attachment 2**).
- The 2018 ACRL Membership survey included persona research described below which has subsequently informed marketing efforts to students.
- “Start Your Career by Joining ACRL: The Largest Network of College and Research Librarians,” published in September 2018 issue of *C&RL News*.
- “Philanthropic Partnership at the University of Iowa: Providing Complimentary ACRL Membership to LIS Students,” by John P. Culshaw and Mary L. Rettig, published in the November 2018 issue of *C&RL News*.
- ACRL funded 30 student scholarships to attend the ACRL 2019 Conference.
- ACRL hosted a special student reception at the ACRL 2019 Conference in Cleveland which was very well attended as well as a special First-Time Attendee Orientation and offered new ribbon so that student members could self-identify.
- In FY18 ALA Emerging Leaders developed a LibGuide for ACRL student members at <https://acrl.libguides.com/earlycareer> that is being further developed by the ACRL Membership Committee.
- The ACRL Membership Committee has sponsored and archived a series of webcasts for students in FY19 and FY20 including:
 - “So You Want to be an Academic Librarian” (Feb. 2019) at https://www.youtube.com/watch?v=3M5T76jtB2Q&feature=emb_title
 - “An Introduction to Academic Librarianship” (Oct. 2019) at https://youtu.be/4k6zUfH_b74.
 - “Making Yourself Marketable for Academic Library Positions” (Nov. 2019) at <https://www.youtube.com/watch?v=jMvbWGRAfko>.
 - “Get Involved: Everything You Need to Know About Volunteering for an ACRL Committee” (Dec. 2019) at https://youtu.be/_5WBn6NdNMg.

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(Also ACRL MW20 B&F Doc 12.2)

- Later in spring 2020, they will offer two additional webcasts based on chapters in *The Future Academic Librarian's Toolkit* published by ACRL in summer 2018.
- Plans are underway to automate a special welcome message to new ACRL student members.

Persona Research

The data analysis based on the 2018 ACRL membership survey and interviews yielded 16 distinct membership personas, including one for students. The student persona describes the work setting, positions, age, challenges and issues, attitudes, membership drivers, competitors, value proposition, and more. Two percent (92) ACRL student members responded to the 2018 survey.

Marketing messages developed for the student persona were derived from responses to the 2018 ACRL membership survey conducted in May 2018. The survey response rate was 33% with a margin of error of +/- 5% at the 95% confidence level meaning that if the survey were conducted over and over, 95 times out of 100, one would obtain results within +/-1.6% of the results garnered in the survey. The marketing messages developed for these groups will inform the marketing plans described below

FY18-19 Student Recruitment Plans

Attachments 1 and 3 are the ACRL student marketing plans for promotion, recruitment, and retention including a timeline to show the sequencing of the various activities. Work will begin after Annual Conference to the various strategies designed to recruit new student members, retain existing members, and establish an on-going promotion cycle designed to highlight and underscore ACRL's support for the future of the profession.

Attachment 1

FY18-19 ACRL Recruitment and Retention Plan for Student Members
Updated June 2018

ACRL seeks to increase student membership by to 700 which is an 11.6% increase over FY17. To reach this goal, ACRL staff will undertake the following activities:

Monthly Sending customized automated renewal reminders to current student members who are lapsing in their final month of membership. Student members also receive a reminder as a cover wrap on their last issue of *C&RL News*.

Track and analyze renewal rates for FY17 student members.

January 2018

Each week in January a new FY18 ACRL student member were profiled. See **Attachment 2** for profiles and marketing messaged on Facebook.

Research and purchase list of library school student email addresses. *Note: Quotes have been obtained but purchase of list deferred to July 2108 to incorporate value propositions and market messages from student persona research.*

Consult with ACRL Membership Committee about hosting a special recorded webcast for student members before June 2018. *Note: The Membership Committee is willing to consider this as part of their FY19 work plan and it will be discussed in July 2018.*

February 2018

Send special promotion message to library school students who are not ALA or ACRL members. Promotion will incorporate value and satisfaction data from ACRL membership student member research. In addition to emailing students individually, promotional messaging will be sent to ALA student chapters. *Note: deferred messaging until persona research is completed in June 2018.*

ACRL associate director will meet with library school representatives at the ALA Midwinter Conference to discuss more effective opportunities to promote ACRL membership. *Note: this activity has been shifted to the ALA Annual Conference where a number of iSchools will be exhibiting including the Emporia State University School of Information Science and Management, Rutgers School of Information, Simmons School of Library and Information Science, St. Catherine University, St. John University, Syracuse School of Information Studies, UCLA Information Studies Department, UNC Greensboro Library and Information Studies, University of Illinois School of Information, University of North Texas Department of Information, University of Southern California MMLIS Online Program, University of Southern Mississippi School of Library and Information Science, University of Washington Information School, and University of Wisconsin-Milwaukee School of Information Studies.*

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- March 2018** ACRL 2018 Membership Survey will launch, and all new student members will be encouraged to participate so that ACRL can develop a student persona that can be used for more nuanced messaging and promotion (within ALA Connect). **Completed.**
- April 2018** New student members will be encouraged to login to the new ALA Connect and complete their profile so that they can see an immediate network of student members within their city, state, etc. Depending on how ALA Connect is implemented, ACRL may have the additional ability to invite students to take a brief survey which will customize their ALA Connect space based on their persona. **Note: ALA Connect launched on May 10, 2018, so this messaging will be deferred until later this summer. Any new survey will need to reflect ALA's forthcoming GDPR policies.**
- May 2018** Revise messaging and shift media channels (if necessary) considering ACRL membership survey research on student personas and corresponding value proposition. **Note: postponed to July 2018 to incorporate persona research.**
- June 2018** ACRL associate director will meet with library school representatives at the ALA Annual Conference to discuss more effective opportunities to promote ACRL membership.
- Send third promotion message to library school students who are not ALA or ACRL members.
- C&RL News article on value of student membership (June/July issue). **Note: to be schedule in FY19 to incorporate membership research.**
- Will visit library/iSchool booths and tables in New Orleans exhibit hall to explore ways to partner/communicate ACRL student membership. Exhibitors include Emporia State University School of Information Science and Management, Rutgers School of Information, Simmons School of Library and Information Science, St. Catherine University, St. John University, Syracuse School of Information Studies, UCLA Information Studies Department, UNC Greensboro Library and Information Studies, University of Illinois School of Information, University of North Texas Department of Information, University of Southern California MMLIS Online Program, University of Southern Mississippi School of Library and Information Science, University of Washington Information School, and University of Wisconsin-Milwaukee School of Information Studies.*
- July 2018** Purchase list of library school student email addresses.
- Send special promotion message to library school students who are not ALA or ACRL members. Promotion will incorporate value and satisfaction data from ACRL membership student member research. In addition to emailing students individually, promotional messaging will be sent to ALA student chapters.
- Discuss the creation of a series of recorded webcasts for student members as part of the ALA Membership Committee FY19 work plan. This could be a joint project with the

ACRL MW20 Doc 17.2
(Also ACRL MW20 B&F Doc 12.2)

ACRL New Members Discussion Group and/or a project for the 2019 Emerging Leaders.


- August 2018** New student members will be encouraged to login to the new ALA Connect and complete their profile so that they can see an immediate network of student members within their city, state, etc.
- Sept. 2018** ACRL Insider post/Facebook message encouraging student members to apply for ACRL 2019 Conference scholarship by the November deadline.
Send second promotion message to library school students who are not ALA or ACRL members.

The cycle for FY18 will be continued through the remaining years of the membership pilot.


Attachment 2

ACRL Facebook Promotion: New ACRL Student Members (January 2018)

**Association of College & Research Libraries**

Published by  Sophie Skinner [?] · January 29 · 

Get to know student member Daria Hafner of Simmons College!



ACRL.ALA.ORG

Member of the Week: Daria Hafner

Editor's Note: For the month of January, we're profiling student members of ACRL. For a limited time, ACRL membership dues for students are just \$5. Daria Hafner is an MLS student at Simmons


 709 people reached

Boost Post

**Association of College & Research Libraries**

Published by Chase Ollis [?] · January 24 · 

Tell all your friends! For a limited time, ACRL student membership is only \$5.



Students!
Join ACRL today for
\$5

 2,954 people reached

Boost Post

ACRL MW20 Doc 17.2
(Also ACRL MW20 B&F Doc 12.2)

 **Association of College & Research Libraries** ...

Published by  Sophie Skinner [?] · January 23 · 

Get to know student member Mara Lasky of New York University and Long Island University!



ACRL.ALA.ORG

Member of the Week: Mara Lasky

Editor's Note: For the month of January, we're profiling student members o...

 746 people reached Boost Post

 **Association of College & Research Libraries** ...

Published by  Sophie Skinner [?] · January 16 · 

Get to know student member Hadeer Elsbai of New York University!



ACRL.ALA.ORG

Member of the Week: Hadeer Elsbai

Editor's Note: For the month of January, we're profiling student members o...

 792 people reached Boost Post

ACRL MW20 Doc 17.2
(Also ACRL MW20 B&F Doc 12.2)

 **Association of College & Research Libraries** ...
Published by  Sophie Skinner [?] · January 9 · 

Get to know student member Savannah L. Sessions of the University of Washington!



ACRL.ALA.ORG
Member of the Week: Savannah L. Sessions
Editor's Note: For the month of January, we're profiling student members o...

 863 people reached Boost Post

 **Association of College & Research Libraries** ...
Published by  Sophie Skinner [?] · January 3 · 

Get to know ACRL's student members this month on Insider! For the month of January, the ACRL Member of the Week series will profile student members like Billy S. Augustine of the University of British Columbia.



ACRL.ALA.ORG
Member of the Week: Billy S. Augustine | ACRL Insider
Editor's Note: For the month of January, we're profiling student members o...

 846 people reached Boost Post

Attachment 3

FY19 ACRL Recruitment and Retention Plan for Student Members

In FY19 ACRL seeks to increase student membership to 1,000 which is an 62.7% increase over FY17. To reach this goal, ACRL staff will undertake the following activities, some of which are one-time design projects or consultations that will enable ACRL to operationalize a regular promotion and recruitment schedule:

Monthly Send customized automated renewal reminders to current student members who are lapsing in their final month of membership. Student members also receive a reminder as a cover wrap on their last issue of *C&RL News*.

Track and analyze first- and second-year renewal rates for FY18 and FY19 student members.

Send special promotion messages to ALA student chapters utilizing persona research geared to their interest in finding a job/making a job change, expanding their network, and professional development.

New student members will be encouraged to login to the new ALA Connect and complete their profile so that they can create an immediate network of student members within their city, state, etc.

July – August As the ACRL Membership Committee and the ACRL Section Membership Committee develop action plans for FY19, explore their interest in hosting a series of webcasts for student members to be offered in early December 2018 through June 2019 and developing an aggressive communication plan to market the ACRL 2019 Conference buddy program as well as special letters for section student members who are new and renewing.

Develop print pieces based on persona research for distribution to library school representatives at the ALA Midwinter and Annual Conferences as well as the ACRL 2019 Conference by August 31, 2019.

Develop a calendar of promotional messages to be sent to the ALA Student Chapter discussion list, ACRL Insider, and Facebook, and ALA outlets (discussed below). For example, in September, student members will be encouraged to apply for ACRL 2019 Conference scholarship by the November deadline.

Schedule publication of a *C&RL News* article on value of student membership in FY19.

Identify faculty champions to talk about ACRL at library/iSchools. Contact faculty teaching general courses on administration which is where students typically are

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(Also ACRL MW20 B&F Doc 12.2)

encouraged to join professional associations and offer to provide print materials and talking points for courses.

Meet with Ron Jankowski, ALA membership director, and Michael Dowling, director, ALA Chapter Relations Office, to explore opportunities to promote ACRL student membership, including *AL Student Direct* (quarterly student member newsletter). Also, meet with the ALA ODLOS staff to explore promotion opportunities to ALA Spectrum Scholars. ACRL has been providing complimentary memberships and mentorship opportunities to Spectrum Scholars for many years.

Work with John Culshaw to develop talking points for library directors interested in locating donors to underwrite ALA/ACRL student memberships.

- | | |
|---------------------|---|
| September | ACRL 2019 Conference scholarship application opportunities and deadlines will be promoted to students via the ALA student chapter discussion list, ACRL Update, ACRL Insider, and Facebook. |
| October | Promote 2019 ACRL Conference scholarship opportunities to library school students at Kent State University (OH), Indiana University, Indiana University Purdue University – Indianapolis, University of Pittsburgh, Clarion University of Pennsylvania, and the University of Illinois at Urbana-Champaign, and Dominican University. <i>Note: library school students do not need to be ACRL members to be eligible to apply for scholarships.</i> |
| November | November 2018 is the first month in FY19 with five weeks. Each week in November a new FY18 or FY19 ACRL student member will be profiled. |
| December | <i>First ACRL Membership Committee webcast for student members, pending discussion and approval by ACRL Membership Committee. Could be targeted to students attending iSchool in Seattle in advance of 2019 ALA Midwinter Meeting.</i> |
| January 2019 | Promotional print materials will be delivered to library school booths and tables at the ALA Midwinter Conference. |
| February '19 | <i>Second ACRL Membership Committee webcast for student members, pending discussion and approval by ACRL Membership Committee.</i> |
| March 2019 | Attend UIUC and Dominican student job and association fairs. These are annual events for students to network and meet with members of various library associations in the greater Chicagoland area. |
| April 2019 | Conduct student focus group at ACRL 2019 Conference. |
| June 2019 | <i>Third ACRL Membership Committee webcast for student members, pending discussion and approval by ACRL Membership Committee.</i> |

ACRL MW20 Doc 17.2
(Also ACRL MW20 B&F Doc 12.2)

Report results of marketing efforts on student membership.
The cycle for FY19 will be continued through the remaining years of the membership pilot.

This page included to accommodate double-sided printing.

Forward Together
Recommendations for a reimagined
American Library Association governance model
 October 2019

A Note from SCOE

We heard you. Members want an effective, nimble, inclusive, member-driven American Library Association. Maintaining the status quo with our 100-year-old governance structure will not propel ALA as the leading library association that members demand. In order for libraries and librarianship to thrive in the future, we invite members to move ALA *Forward Together*.

Relying on input from thousands of members and data about ALA membership trends and finances, the Steering Committee on Organizational Effectiveness (SCOE) worked since 2018 to develop and refine a package of recommendations to ALA members. *Forward Together* aligns with the streams of change already underway within ALA related to finances, real estate holdings, technology and staffing.

Forward Together proposes a package of interrelated recommendations which are necessarily complex because ALA is large and complex. We recommend changes to the board and committees for more direct election and input by members. *Forward Together* streamlines ways for members to get involved, participate, and influence ALA.

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

Forward Together was presented to the ALA Executive Board at their Fall Meeting in October. Recognizing the multiple streams of change occurring in the association right now, the Executive Board decided to move forward with the next phase of *Forward Together* including a transition of the work from SCOE to a new member group, extending the timeline of voting on recommendations by members. The details of this transition, timeline, and move to the next phase are still being developed and we hope to share more information with you all closer to Midwinter. The new, extended timeline will allow for ongoing, continuous changes to our governance model and *Forward Together*, modeling the iterative, 12-month process with checks and balances to increase member participation in not only *Forward Together* but also in our association. The following report is presented as it was to the Executive Board.

We invite you to review the current iteration of the recommendations, provide feedback, and continue in the drive towards a stronger ALA together.

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Executive Summary

Forward Together imagines a vibrant and effective American Library Association that supports libraries and library workers. Relying on input from thousands of members and data about ALA membership and finances, the Steering Committee on Organizational Effectiveness has worked since early 2018 to develop and refine a package of recommendations with members. *Forward Together* aligns with the streams of change already underway within ALA and propels them into a future thinking organization. *Forward Together* proposes this once-in-a-generation opportunity to modernize ALA's governance structure through evidence-based recommendations for improved member engagement and effective governance. These recommendations will help lower barriers to member engagement, increase individual member impact, and widen the pool of potential leaders, creating a stronger association overall.

Board of Directors

The Board of Directors and will be directly elected by members with five appointed positions to fill in gaps of diversity left by the election process. The board envisioned here has reset expectations, is accountable directly to the membership, and will receive critical, ongoing input from general members and assemblies of leaders on an ongoing basis.

6 Standing Committees of the Board of Directors

The proposed ALA Standing Committees of the Board of Directors are: Finance and Audit; Nominating; Leadership Development; Association Policy; Public Policy and Advocacy; and Social Justice.

ALA Members will directly elect two-thirds of the member leaders on these committees and the Board of Directors will work with the Nominating and Leadership Development Committees to appoint one-third of the member leaders to ensure the skills, experiences, and diversity to fill in gaps of skills, knowledge, and diversity left by the election process. Many of the functions of the current 187 member Council will occur within these six standing committees comprised of 90 members, as well as the below Leadership Assemblies comprised of over 100 members.

Leadership Assemblies

The Division, Round Table, Chapter, and Affiliate Leadership Assemblies will directly participate in ALA's governance and influence the Board of Directors. The four assemblies will facilitate information sharing, partnership building, and networking within and between assembly participants. The functions of leadership assemblies build upon the strengths of current groups like ALA Council, the Chapter Leaders Forum, and the Round Table Coordinating Assembly by maintaining a place for discussion and influence while opening participation to more members and creating a direct path to recommending and influencing change.

Member Engagement Opportunities

Communities of Interest, Working Groups, and Advisory Groups all serve as avenues for meaningful and influential engagement in ALA. Each opportunity provides a different member experience and engagement level, meeting members with the type of engagement and participation level they desire.

Divisions

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

- A regular review of each division in consultation with the ALA executive director. Potential mergers within the divisions may occur, including one merger already being discussed between LLAMA, ALCTS, and LITA to create one new proposed division, CORE: Leadership, Infrastructure, Futures.
- A review of the “Operating Agreement” in relationship to the *Forward Together*.
- Work with the Membership Office and Membership Committee to align dues and dues structures across ALA and divisions.
- Align member engagement structures in the divisions and throughout ALA. Divisions may have advisory groups, working groups, communities of interest, and sections.

Round Tables

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

- Replace individual round table bylaws and create a shared policies and procedures document. This will identify the relationship and fiscal responsibility of round tables with members, clarifying the symbiotic relationship between round tables and all of ALA.
- Work with the Membership Office and Membership Committee to align dues and dues structures across ALA and round tables.
- Increase the minimum number of dues-paying members needed to create a round table to one percent of ALA’s membership unless identified as a strategic priority by the Board of Directors to ensure the necessary volunteer and staff support needed.

Members seek a modern ALA that is the voice for libraries and librarianship into the future. The financial realities and advocacy needs faced by libraries today demands ALA members to be bold as we move the association forward. The following report details the input and refinement process, background information, recommendations, rationale, and some of the most important data reviewed related to membership trends and dues, ALA finances, and streams of change. There is excitement in moving ALA forward together with and for our members.

Introduction

For decades, library leaders and members have recognized that the American Library Association (ALA) needs change. A change which has become more urgent following the 2008 recession as ALA membership declines and resources become stretched thin. Past members of the association often did not renew their membership because of feelings of disconnectedness and an inability to find a home within ALA. Most of these past members let their memberships lapse after only three years, indicating ALA is not meeting the needs of its newest library advocates and workers and is not relevant to those who are further along in their careers. Members join ALA because they see the association as a strong library advocate, a place for professional development, and an opportunity to connect with other passionate members, values that are a strength of the association. What newer members need in addition to these things to stay members and to continue finding the value in ALA membership is to also be part of an association that is a leader in the field, is mission driven, is inclusive, is responsive to the issues of the profession, and is proactive in advocating for libraries.

The structural changes that our association has struggled with over the last few decades and the resulting complexity has created an organization that is large, complicated, and difficult to change. ALA now has a once-in-a-lifetime opportunity to realign our association for the world we live in today. This opportunity includes an examination of how priorities are established for the association, how members identify the most significant challenges facing them, and how the efficiency of that work can be improved. Past efforts have resulted in tweaks, but to move ALA forward, a large, comprehensive evaluation of the most effective methods of member engagement and prioritization needs to take place.

Building Momentum for Change

The only way that an organization like ALA can successfully move forward is through a member-driven and member-led process that relies on broad input and ideas, incorporation of those input and ideas, and member-driven action. Following the footsteps of many other large associations that have recently engaged in this type of review in response to the economic and societal changes around us, ALA 2017–18 President Jim Neal, in his November/December 2017 *American Libraries* President's Column, expressed a call to action to review our association's current structure. He wrote that this process of review must embrace our core values and focus on member engagement. He prompted readers to think about the complexity of the organization and how we might evolve for the future. With this as a stage, and with the recognition that this type of review needs to occur on a regular basis, the process toward *Forward Together*, the report of the Steering Committee on Organizational Effectiveness (SCOE), began to take shape.

Answering President Neal's call to action in fall 2017, the ALA Executive Board authorized the predecessor to SCOE, an exploratory subcommittee focusing on the concept of organizational effectiveness and governance review. Then board members Andrew K. Pace, Lessa

Kanani'opua Pelayo-Lozada and Patricia "Patty" M. Wong conducted research, compiled information from past surveys and focus groups, and explored previous organizational effectiveness and reorganization efforts. In addition to this research, the subcommittee held several feedback sessions at the 2018 ALA Midwinter Meeting. The subcommittee report, presented to Council at the 2018 ALA Annual Conference (and included as appendix c) concluded that members find ALA extremely complex and difficult to navigate, contributing to a decline in ALA membership and overall support for the association and its work.

At the same time, other important changes occurred in the association. The Membership Office worked with consultants from Avenue M to study ALA membership trends (see appendix D), and the Executive Board authorized an investment budget for the association, prioritizing and investing extra money into areas of need. The investment budget focused on five main "streams of change": information technology investment, Development Office investment, real estate exploration, Midwinter Restructuring, and Organizational Effectiveness. This investment budget was another signal that the association has large changes that need to be made in order to meet its mission and engage as many members as possible while remaining true to its core values.

These reports, investments, and proposed changes are all intertwined and rest on a cohesive, unified, forward-thinking association working toward the same goal. For one area to be successful, the others must also be successful. These changes and these needs led to the creation of SCOE, a group of twenty-three passionate members and staff from across the association who were tasked with conducting a comprehensive review and study of ALA's governance, member participation, and legal structures and systems, with the goal of proposing changes that will revitalize its success, strength, and agility as a modern association for a modern profession.

The Committee

SCOE was appointed in June 2018 by then ALA President Jim Neal with support of the Executive Board and the next two ALA Presidents, 2018–19 ALA President Loida Garcia Febo and 2019–20 ALA President Wanda K. Brown, also a SCOE member. Appointments were made to solicit a wide variety of distinct perspectives, disciplines, library types, and ALA experiences. An intentionally large committee to incorporate as many varied intersections and perspectives as possible, SCOE used this strength to seek inclusion of and solicit input from all members into the recommendations, not just themselves or people who think like them.

Executive Board Member Lessa Kanani'opua Pelayo-Lozada serves as the SCOE chair and ALA Executive Board liaison. A full roster of the committee can be found on the [ALA website](#) and is listed below:

- Lessa Kanani'opua Pelayo-Lozada, Chair (Palos Verdes Library District)
- Wanda K. Brown (Winston-Salem State University)
- Emily Daly (Duke University)

- Emmanuel Faulkner Sr. (Baltimore City Public Schools)
- Kenny Garcia (California State University, Monterey Bay)
- Mandi Goodsett (Cleveland State University)
- Terri Grief (Retired, McCracken County High School, Instructor for Murray State University)
- Alexia Hudson-Ward (Oberlin College)
- Ben Hunter (University of Idaho)
- Steve Laird (Infogroup)
- Jack Martin (Providence Public Library)
- Alanna Aiko Moore (University of California San Diego)
- Jim Neal (Columbia University, emeritus)
- Lucinda Nord (Indiana Library Federation)
- Vailey Oehlke (Multnomah County Library)
- Andrew Pace (OCLC)
- Juan Rivera (A. Phillip Randolph Campus High School)
- Karen G. Schneider (Sonoma State University)
- Felton Thomas (Cleveland Public Library)
- Kerry Ward (ALA/Library Leadership & Management Association)
- Nora Wiltse (Chicago Public Schools)
- Steven D. Yates (University of Alabama)
- Shali Zhang (Auburn University)

ALA Staff Liaisons are Mary Ghikas and Raymond Garcia. Jim Meffert and Paul Meyer of Tecker International Consulting have provided guidance and support to the committee.

In addition to SCOE, a Fiscal Analysis Working Group was created to begin identifying the financial implications of the preliminary recommendations. This working group was chaired by ALA Immediate Past Treasurer Susan Hildreth, and more information on the Working Group and its work is in appendix A.

Creating the Recommendations

Member participation and engagement was critical to developing *Forward Together*. The process for creating the recommendations included broad input from members across the association and represents a collaborative and iterative process that drew from knowledge, evidence, and feedback. Transparency was valued in communication and input which occurred through several avenues, including:

- eight in-person public input sessions;
- seven virtual webinars and feedback sessions;
- eleven ALA staff focus groups;
- meetings with more than 40 different groups across ALA, including Council, divisions, round tables, and committees; and
- the “Organizational Effectiveness (SCOE) Discussion Forum,” a public space on [ALA Connect](#) for members to share their thoughts, questions, and concerns, with 378 members and growing.

Between these channels of communication, SCOE has reached thousands of ALA members: new, longstanding, past, and prospective, all of which have helped to inform and transform ideas and recommendations over the last year.

SCOE met in person for an initial two-day Design Summit in October 2018 in Itasca, Illinois. A change to ALA's current structure was not a foregone conclusion. The committee first considered a "no change" recommendation, but as its work progressed and member input was received it became clear that change was needed and members had many great ideas for ways to improve the work of the association. During the Design Summit, SCOE reviewed input from past discussions, including conversations within the library community over the last six years, kitchen-table conversations, membership surveys, interviews with stakeholders, and reports from previous efforts at organizational change within ALA. The committee also reviewed best practices for organizational change and models from other large membership associations. It was clear from those discussions, from studying other associations, and from past efforts to refine the decision-making structure of ALA, that the current ALA structure needs to change. The current structure has multiple, repetitive steps to joining, offers few opportunities for members to engage directly in helping the association prioritize issues affecting them, and is not reflective of the kind of community engagement we value in our libraries today.

Particular consideration was given to the need to infuse the values of equity, diversity and inclusion (EDI) into ALA's core. SCOE heard and recognized that many people who are underrepresented in the association feel disillusioned and excluded from ALA's current structure and are unable to see a path toward leadership, professional development, and moving the association forward. To address these issues, the committee took a close look at the institutional and structural barriers to participation and influence including cost, ability to travel, institutional support, oppression and marginalization of groups, and political differences. The recommendations seek to make an association that creates an equitable playing field, supports its members in their endeavors, and creates spaces for underrepresented people to gain desired support and experiences in professional development and focused, intentional leadership paths.

From the Design Summit, several ideas the committee wanted to test were brought to members at the 2019 Midwinter Meeting for in-person input sessions. Other opportunities for feedback were offered after Midwinter through virtual input sessions, online feedback forms, and email. Video-conferencing technology made it possible to host virtual opportunities, allowing SCOE to model and test their recommendations in real time. By using technology to gather feedback and input, SCOE explored the ways proposed recommendations could help create an association by and for all its members, where and when they can engage.

SCOE met again for two days in May 2019 at ALA headquarters in Chicago to incorporate member feedback into the original ideas and create preliminary recommendations. These preliminary recommendations were brought to members for feedback in June and July 2019 via in-person and virtual feedback sessions, as well as email and the ALA Connect discussion group. SCOE convened for a third face-to-face meeting for two days in September 2019 to

integrate the feedback gathered over the summer and create the recommendations provided in this report.

All SCOE meetings and public in-person input sessions included facilitators Jim Meffert and Paul Meyer from Tecker International. Additional ALA staff were brought into some of these meetings for their unique perspectives: Miguel Figueroa, director of the Center for the Future of Libraries; Jody Gray, director of the Office for Diversity, Literacy, and Outreach Services; and Stephanie Hlywak, director of the Communications & Marketing Office. In addition to in-person meetings, the committee held many virtual meetings and discussions via email and ALA Connect.

Members of the committee hope that ALA members and staff recognize this effort as a once-in-a-lifetime opportunity to move our association forward together and that we all need to look at ALA as a whole, not just our individual pieces. The committee members did not always agree with each other at every step throughout the process, but there was an understanding that consensus would lead to broad inclusion and increased benefits for members. Members want ALA to become a model for other associations to follow. Members want ALA to become an association that infuses equity, diversity and inclusion into every action. Members want ALA to become an association that will allow for stronger member participation and influence in an organization that supports libraries and library workers in a society and culture that was almost unimaginable when the current structure was developed. Member's aspiration and goals for ALA are the lens through which *Forward Together* was created.

The Recommendations

In the spirit of a once-in-a-lifetime opportunity, SCOE members took time and care in the creation of recommendations that build upon more than a century of work by passionate member leaders. The committee sought to be as brave in its recommendations and think as aspirationally for the association as its founders did, with the understanding that our society and landscape has changed dramatically since the association's inception. This understanding of change was paired with the recognition that ALA's members are still united in its mission: "To provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all."

The recommendations, collectively known as *Forward Together*, are intended to reflect the changes in society and in member expectations. One of the main changes recommended is to provide multiple avenues for year-round engagement by all members rather than just twice a year at Midwinter Meetings and Annual Conferences by a few select members. Another main change recommended is institutionalized intentionality and diversity in our governing bodies and structures and safeguards to protect us against homogeny. The recommendations are so intertwined with one another that it is difficult to pull out one example without affecting another area of the association.

The recommendations are complex because ALA, as currently structured, is incredibly complex. This complexity has made it difficult for members to get involved and find their way and has stifled past efforts to innovate. This complexity also requires us to look at the totality of the recommendations and not just focus on parts we favor, find convenient, or consider questionable. With these recommendations, SCOE hopes to accomplish a vision of a unified association that works towards one mission and supports all facets of its work. The pieces of the association are all of the parts that make us whole, and the facets described below work as one unit to create a strong ALA with increased member participation, member influence, and member engagement.

To guide the outcomes of the project, the following characteristics of a future ALA were developed through member feedback. The ALA of the future must

- enable consistent, strategic, and effective member engagement;
- enable organization-wide planning focused on a common mission and vision for library workers, library supporters, and libraries;
- be financially sustainable;
- enable sustainable, long-term change (including evaluation of progress and more frequent future adjustments);
- allow stakeholders to have confidence in decisions made when they are not in the room;
- deliver high-value support and impact for members;
- pursue environmental sustainability in its activities; and
- center equity, diversity, and inclusion.

With those goals in mind, as informed by ALA's members, *Forward Together* proposes the following recommendations:

Board of Directors

<u>Future Composition of the Board of Directors of the American Library Association:</u>	<u>Current Composition of the Executive Board of the American Library Association:</u>
<p>17 volunteer members and 1 staff member</p> <ul style="list-style-type: none"> • 4 elected by membership: president, president elect, immediate past president, treasurer • 8 elected by membership: at-large members • 5 appointed by the Board for unique skills and perspectives not represented by elected members • 1 staff (executive director, ex-officio, non-voting) <p>Term Length: 3 years, staggered</p> <p>Sub-committees of the Board: Executive and Board Effectiveness (Endowment Trustees discussed in Member Engagement Opportunities)</p>	<p>12 volunteer members and 1 staff member</p> <ul style="list-style-type: none"> • 4 elected by membership: president, president elect, immediate past president, treasurer • 8 elected by Council from current Councilors* • 1 staff (executive director, ex officio, non-voting) <p>Term Length: 3 years, staggered</p> <p>Committees of the Board: Executive, Board Effectiveness, Finance and Audit, Endowment Trustees</p> <p><i>*At-large members of Council are elected by ALA membership. Councilors representing a specific division or round table are elected by their members and Chapter Councilors are elected by their chapter's members.</i></p>

Forward Together envisions a diverse, responsive, and inclusive Board of Directors. Currently only four members of the Executive Board are directly elected by the full membership: the president, president elect, immediate past president, and treasurer. In *Forward Together*, the majority of board members, twelve, will be directly elected by the membership, and an additional five positions will be appointed by the Board of Directors with the help of the Nominating Committee and Leadership Development Committee. These appointments will be made to ensure a diverse and inclusive board that incorporates skills, library types, and backgrounds not represented by elected members. The Board of Directors will continue to receive funding from the association for Board-related activities, including travel to meetings and conferences, reducing economic barriers to participation. Direct election of the majority of Board members places accountability of elected leaders of the association in the hands of the many, rather than the current multi-step process that results in less than 200 members selecting the majority of the Executive Board. The current multi-step process includes the election of eight at-large Executive Board members by and from ALA Council, some of whom were elected by the full membership, some by round table membership, some by division membership, and some by chapter membership. A single governing body with direct accountability to members as is proposed in the Board of Directors will enable Board members to take a larger view of the association rather than represent and promote the interests of one particular area.

Accountability is paramount to the role of the Board of Directors. Members of the Board are accountable to the association's membership, regardless of whether they have been elected or

voted onto the Board. This accountability to members requires Board members to listen to and create action on behalf of members and be able to articulate and explain their actions to members for transparency and trust.

This accountability and trust is also represented in the proposed name change from “Executive Board” to “Board of Directors.” The name change is intended to reset expectations of the Board. The Board of Directors as envisioned here is accountable directly to the membership and will receive critical, ongoing input from general members and assemblies of leaders. Moreover, the name change denotes the Board’s existing and increased accountability for legal, financial, and administrative responsibilities and direction given to the ALA executive director, whom the board is responsible for hiring. The new name also further distinguishes the Board of Directors from the Executive Committee, a five member subgroup of the Board made up of the ALA president, president elect, immediate past president, treasurer, and executive director.

Each Board member, as they do now, will have a direct liaison responsibility with a committee of the Board, leadership assembly, and area of the association (offices, divisions, round tables, etc.). These liaison roles are intended to provide direct input to the Board of Directors, and communication will be regular and timely. Board members will not only report out to their designated groups, they will bring back suggestions, requests, and expertise to inform and influence Board decisions. These two way relationships are intended to not only improve communication between the Board of Directors, member leaders, and members, but also to encourage accountability and allow for larger numbers of members to voice their support or opposition to association policy, legislative issues, and more.

Standing Committees of the Board of Directors

<p><u>Future Standing Committees of the ALA Board of Directors:</u></p> <ul style="list-style-type: none"> ● 6 committees: <ul style="list-style-type: none"> ○ Finance and Audit ○ Nominating ○ Leadership Development ○ Association Policy ○ Public Policy and Advocacy ○ Social Justice ● 15 members per committee: <ul style="list-style-type: none"> ○ 10 elected by ALA members ○ 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the committee ● 1 ALA staff member each ● Each standing committee will also hold regular in-person and virtual committee membership meetings (except the Nominating Committee). ● Standing committees will work in conjunction with advisory groups, working groups, and communities of practice 	<p><u>Current ALA comparison:</u></p> <ul style="list-style-type: none"> ● There is no direct correlation to current ALA structure. The future standing committees are comparable to: <ul style="list-style-type: none"> ○ some of the Committees of Council such as Policy Monitoring and Committee on Committees; ○ some of the Committees of the Association such as Nominating, Appointments, and Constitution and Bylaws; ○ some of the functions of ALA Council such as policy development. ● The number of members per committee varies as does their member composition. Most committees are appointed by the Committee on Committees or the Appointment Committee, but some Committees of Council such as Policy Monitoring may only be comprised of Councilors. ● 1 Executive Board liaison each ● 1 ALA staff member each
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Six standing committees will accomplish the core functions of the association. These committees will be supported by advisory groups, working groups, and communities of interest, each of which will provide greater opportunities for member participation than the current structure. These standing committees will also work closely with divisions and round tables to seek recommendations, input, and expertise from their areas.

To have broad member input and increase democratic participation from the few to the many, committees will also hold membership meetings focused around their charge. The membership meetings will be both in-person and virtual, providing opportunities for all interested ALA members to supply input, feedback, and recommendations to the committee for consideration. These focused membership meetings will be in addition to regular general membership meetings which will be held in-person and virtually to give a view of the entire association. Only

the Nominating Committee will not hold membership meetings because of the confidential nature of its work. To promote transparency, the committee will put out open calls for nominations from members and may hold open online meetings to share their process.

The members of all standing committees will be selected by a hybrid process just as the Board of Directors. Out of the fifteen members of each committee, ten members will be directly elected by members and five members will be appointed by the Board of Directors. Appointments will ensure a diverse and inclusive board that includes perspectives, skills, library types, and backgrounds not represented by elected members. The process for appointing and identifying potential members will include working with the ALA Leadership Committee, ALA staff, and other entities of the organization that may wish to provide input. One of these appointments will be a Board member who also acts as the committee's liaison. Members will serve two-year staggered terms and may serve up to two non-consecutive terms in their lifetime. Nominating Committee members will serve one-year, once in a lifetime terms. Each committee will also have a committed ALA Staff Member to support their work.

The proposed ALA Standing Committees are:

1. Finance and Audit
2. Nominating
3. Leadership Development
4. Association Policy
5. Public Policy and Advocacy
6. Social Justice

Finance and Audit Committee

The Finance and Audit Committee's charge will include reviewing ALA's proposed budget within the context of the association's strategic plan and strategic priorities, reviewing the financial impact of actions taken by the Board of Directors, and making budget recommendations to the Board of Directors. This committee will also work with the endowment trustees, review financial projections, and perform other fiscal duties as necessary. This committee will be chaired by the ALA treasurer.

Nominating Committee

The Nominating Committee's charge will include nominating the election slate for ALA officers and committees, overseeing the petition process for those members who wish to run as petition candidates for a position, and nominating chairs for the six standing committees of the Board of Directors. Nominations for committee chairs will be given to the Board of Directors for appointment. The Nominating Committee might opt to form sub-committees to help oversee appointments to advisory groups or working groups or to manage the Volunteer Clearinghouse, a new entity described in further detail later in this report under "Additional Recommendations." The Nominating Committee will also identify and nominate members and conveners for advisory groups and working groups. These nominations will be given to the Board of Directors for appointment. The Nominating Committee will work closely with the Leadership Development Committee to identify candidates and will encourage a self-nomination process. This committee

is intended to be highly inclusive and provide more members the opportunity to participate. The Nominating Committee will be chaired by the President-Elect.

Leadership Development Committee

The Leadership Development Committee's charge will be to identify, cultivate, develop, and grow potential member leaders within the association. This committee will focus on ensuring members from underrepresented backgrounds have opportunities to serve within the association and will have strong staff support to ensure continuity and priority. Leadership development programs such as Emerging Leaders and Spectrum Scholars would work closely with this committee. The Leadership Development Committee would also work closely with the Nominating Committee to identify potential candidates. These two committees would also work together to identify potential candidates and member leaders who may need more support and guidance in running successfully for office, chairing a committee, or serving the association in another capacity, and to identify resources and support for these members. The Leadership Development Committee will also recommend and solicit names to and from the Volunteer Clearinghouse. The Leadership and Development Committee will be chaired by the past president.

Association Policy Committee

The Association Policy Committee's charge will focus on issues and topics of internal association governance and policy as related to the work of ALA. This committee will work closely with all facets of the Association to regularly review and ensure best practices and policies that create an equitable, diverse, and inclusive association. This committee will also be charged with identifying and recommending members for honorary membership in the association. The Association Policy Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Public Policy and Advocacy Committee

The Public Policy and Advocacy Committee's charge will include focusing on issues and topics of importance to libraries, especially in the areas of public policy and advocacy. Members will seek input and expertise from librarians across the association, and its actions may include recommendations for the creation of advisory committees, working groups, and communities of practice. The Public Policy and Advocacy Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Social Justice Committee

The Social Justice Committee's charge will focus on issues and topics of importance to libraries and the association in the context of social justice and equity, diversity, and inclusion. Members will seek input and expertise from librarians across the association, and its actions may include recommendations for the creation of advisory groups, working groups, and communities of practice. The Social Justice Committee will be chaired by an appointed member as recommended by the Nominating Committee.

Leadership Assemblies

<u>Future leadership assemblies:</u> <ol style="list-style-type: none"> 1. Chapter Leadership Assembly (50-80 members) 2. Round Table Leadership Assembly (21 members) 3. Division Leadership Assembly (9 members) 4. Affiliates Leadership Assembly (30 members) 	<u>Current leadership assemblies:</u> <p>There is currently no direct correlation for the proposed leadership assemblies, but they seek to be direct, open lines of influence to the Board of Directors. Leadership assemblies maintain the functions and strengths of several existing groups such as ALA Council, the Chapter Leaders Forum and the Round Table Coordinating Assembly.</p>
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Four leadership assemblies with representation from four areas of the association will be convened both in-person and virtually multiples times throughout the year. Leadership assemblies have a hand in ALA's governance and are direct, open lines of influence to the Board of Directors. Members of the leadership assemblies will share information, influence priority setting, and make recommendations to the Board of Directors. Recommendations may include the creation and appointment of working groups or advisory groups or focus on a strategic area. Convenings of the leadership assemblies will be open to all interested ALA members, and agendas will be set and determined by core members.

The four leadership assemblies and their members are identified below. Member numbers are determined as of October 2019 except for the divisions which assumes a successful merger of LLAMA, LITA, and ALCTS into CORE: Leadership, Infrastructure, Futures.

1. *Chapter Leadership Assembly*: Approximately 80 members. All ALA chapters (including of regional chapters), AASL affiliates, and ACRL chapters would have a representative.
2. *Round Table Leadership Assembly*: All 21 round tables would have a representative.
3. *Division Leadership Assembly*: All 9 divisions would have a representative.
4. *Affiliates*: Up to 30 representatives, including all ALA affiliates.

Each leadership assembly will be led by two co-conveners with staggered year terms. These co-conveners are selected by their members and formally appointed by the Board of Directors upon receipt of the recommended appointments. Members will determine the process of appointment or election of the conveners. This may include an election, rotating appointment, or another mechanism. The process for appointment recommendations are intentionally left up to members of the leadership assemblies because each one functions uniquely and their needs and relationships with each other vary. In-person participation would not be required for meetings convened at conferences and members would be able to designate who their representative is for each meeting. Members may select one or a few individuals to represent their interests. Each leadership assembly will have a liaison from the Board of Directors and ALA staff.

The functions of these leadership assemblies build upon the strengths of current groups like ALA Council, the Chapter Leaders Forum, and the Round Table Coordinating Assembly by maintaining a place for discussion and influence, by opening membership to wider representation, and by creating a direct path to recommending change. The groups of each assembly, while directly participating in ALA's governance, also can facilitate information sharing, partnership building, and networking between each other, and, ultimately, between the assemblies themselves. The open nature of these assemblies to be shaped by the groups represented allows for the unique cultures of each to set the agenda and topics for discussion while coming together to strengthen the association.

Member Engagement Opportunities

<u>Future Member Engagement Opportunities:</u>	<u>Current Member Engagement Opportunities:</u>
<ul style="list-style-type: none"> • Communities of Interest • Working Groups • Advisory Groups • Standing Committees of the Board of Directors • Endowment Trustees • Committee on Accreditation* <p>*Name to be changed to reflect unique role within the association upon findings of working group</p>	<ul style="list-style-type: none"> • Standing Committees of the Association • Standing Committees of Council • Task Forces and Working Groups appointed for special projects • Endowment Trustees

The results of the surveys and member input indicated changes in members' vision of ideal participation in the association. Members no longer want long-term appointments with no potential end results. Members want to engage in the association for shorter amounts of time doing work that they are passionate about, they have expertise in, and that influences the association. The member engagement opportunities below are intended to provide a variety of options for members to meaningfully engage with the association, helping them to see value in the work of the association and, ultimately, their membership. In addition to engagement through the Board of Directors, standing committees, membership meetings, and leadership assemblies, communities of interest, working groups, and advisory groups are proposed to give a wide range of engagement opportunities.

Communities of Interest

Communities of interest are ALA Connect communities where members can create conversations around newer areas of interest within the profession and the association. Communities of interest may develop enough conversation to identify a need for the creation of an advisory group or may identify necessary actions to create a working group. These communities will be monitored by the Board of Directors to identify emerging issues, trends, and experts. An ALA staff member will be identified to help members create communities of interest in ALA Connect and troubleshoot technical issues. If a community of interest goes inactive for

two years, their discussions and documentation will be archived in ALA Connect. Some examples of what a community of interest might focus on include virtual reality or STEM.

Working Groups

Working groups are intended to be time-bound, project-based groups whose work results in an end product such as a toolkit, report on best practices, or an update to ALA materials. Examples of working groups include: the Monetary Library Fines Working Group, the Awards and Scholarships Review Working Group, and the Library Bill of Rights Working Group.

The size of working groups will vary with the task and the actions required. Each working group will have a minimum of five members with a recommended total membership of no more than fifteen members and a convener. Appointments will be made by the Board of Directors in collaboration with the Nominating Committee, the Leadership Development Committee, and the group who recommended the working group if applicable. These appointments will seek members with the appropriate skills and background for the work at hand with room for mentoring and growth of newer members. Appointments will be short-term: initially one year or less with the potential for extension if the work requires.

Advisory Groups

Advisory groups will advise the ALA Board of Directors and relevant standing committees on important, timely issues by monitoring the profession and the association. They will be encouraged to propose working groups to the ALA Board of Directors to complete tasks or projects in relationship to the issues they are advising on and monitoring. The number of advisory groups will be flexible and change over time based upon the needs of the profession and the association. This process may look like the following example:

1. The Intellectual Freedom Advisory Group works with the Office for Intellectual Freedom to track a new issue, determine its scope, and gather some details.
2. It is determined that a series of recommendations may need to be made to influence policy and advocacy around a particular area. The Intellectual Freedom Advisory Group then recommends to the Board of Directors the appointment of a working group and the Board of Directors works with the advisory group and the Leadership Development Committee to determine appointments.
3. The working group then becomes accountable to the Board of Directors, who relies upon the Intellectual Freedom Advisory Group for their expertise and skills in determining the course of action regarding the results of the working group.

Examples of possible topics for advisory groups include intellectual freedom, sustainability at conferences, and professional ethics.

Advisory groups comprise of a chair, chair-elect, and past chair with a three-year commitment, one year in each role, to promote institutional knowledge and appropriate preparation for the role of chair. Members of the advisory groups will be nominated by the Nominating Committee and appointed by the Board of Directors for two-year terms. Advisory group members can serve up to two consecutive two-year terms.

Once *Forward Together* is approved by ALA members, a reconstitution phase is proposed to get to the new member engagement structure: All ALA and Council committees will have one year to reconstitute as an advisory group, working group, round table, or community of interest. The reconstitution proposals will be submitted to the Board of Directors and require a rationale and proposed outcomes. Existing committees will be encouraged to review their work as it relates to the work of other existing committees and propose merging or rearticulating their goals and purpose where needed. Committees that do not submit a reconstitution proposal during that time will be sunsetted at the end of the reconstitution period.

Additional Engagement Opportunities

The current ALA Committee on Accreditation plays a unique role within the association and structurally does not fit into the proposed member engagement opportunities in *Forward Together*. Taking into account the unique role and a possible need for restructuring the work of the committee, the Committee on Accreditation will request the establishment of a Committee on Accreditation Working Group by the Executive Board at its Fall 2019 meeting to address issues raised by the committee. This working group will bring an interim report to the Spring 2020 meeting of the Executive Board and the results may be included in the final *Forward Together* recommendations at the 2020 ALA Annual Conference. SCOE recommends that the Committee also change its name to reflect its unique role and scope of work.

The current Endowment Trustees structure and function does not have any recommended changes.

Divisions of the American Library Association

ALA Divisions provide a focal point for the important and unique issues facing different types of libraries and library work in addition to helping members find a natural home in the Association based on the uniqueness of their work place or work type and their expertise.

With this in mind, and considering the unique expertise that each division holds, *Forward Together* encourages the divisions to work together to increase their strengths and lean on each other for support in areas of need. Divisions will have a direct line of communication and influence with the Board of Directors through the Division Leadership Assembly, which will foster communication and collaboration between the divisions and other facets of the association. It is also important to note that because division members are also association members, individuals elected or appointed to: the Board of Directors, standing committees, advisory groups, working groups, or communities of interest, will provide not only their individual perspective, but also their important perspective from membership in a division. It is through this lens that the recommendations for ALA's divisions are the following:

- A regular review of each division in consultation with the ALA executive director.
Potential mergers within the divisions may occur, including one merger already

underway between LLAMA, ALCTS, and LITA to create one new proposed division, CORE: Leadership, Infrastructure, Futures.

- A review of the “Operating Agreement” in relationship to the *Forward Together* recommendations. This review may include but is not limited to a review of bylaws, dues, and dues structures. Within this larger umbrella of the Operating Agreement are several recommendations:
 - Replace individual division bylaws with a shared policies and procedures document. This will help define the relationship and fiscal responsibility of divisions, helping members understand the symbiotic relationship between divisions and the rest of ALA.
 - With assistance from the Membership Office and the Membership Committee, align dues and dues structures across the divisions. This makes the process easier for members to join divisions and helps members understand how dues are spent. It is recommended to explore the rate of \$70 for each division from the preliminary fiscal analysis models. This would have the least fiscal impact overall and is only a recommendation for the Membership Office and Committee to further explore and test this model.
 - Schedule a regular review of the Operating Agreement.
 - A process and timeline for the above recommendations is to be determined in consultation with the divisions and the executive director.
- Align member engagement structures in the divisions and throughout ALA. Divisions may have, but are not required to have: advisory groups, working groups, and communities of interest. Sections can continue to exist in their current form, but it is strongly recommended that each Section consider whether they should instead be reconstituted as an advisory group, working group, or community of interest. Section elections will be administered through an online platform following best practices developed by ALA staff.
- Empower ALA staff to investigate and recommend best practices for efficient elections for divisions for positions such as division president.
- Charge divisions to develop an action plan to implement *Forward Together* recommendations within two years of the approval by members.

Round Tables of the American Library Association

As issue-based and identity-based groups, round tables have provided an important home for members that crosses the many intersections of their lives. The twenty-one round tables are often the home for newer and emerging issues within the association, raising important and unique concerns and focus on different types of library work, experiences of library workers, and experiences of library users. Over the last several years, round tables have experienced increased membership growth and the creation of new round tables, indicating an importance to the association and value to members.

Round tables will be encouraged to recommend advisory groups and working groups to the Board of Directors to help accomplish their work and bring action and influence around

important issues. They will have a direct line of communication and influence with the Board of Directors through the Round Table Leadership Assembly and will be looked to for their expertise and advice around issues important to them. An important note of the Round Table Leadership Assembly is the inclusion of all round tables, regardless of membership size, to have full participation in the assembly.

Efficiency recommendations are provided below to help the round tables focus on the important work of their members. By freeing up ALA staff time from administrative work, staff can help members accomplish their goals for the round table and focus more attention on mission-based tasks. The Round Table Effectiveness Committee, a collaborative effort of several round tables, will begin work in November to determine best and efficient practices for round tables.

These recommendations, some of which are already being discussed by the Round Table Effectiveness Committee identified above include the following:

- Post all future documents in ALA Connect to help share institutional knowledge and give member access to as much information as possible. In addition to improving efficiency, this will help members identify what a round table is about and what they do, making it clear how a new member can participate.
- Administer all necessary elections through ALA Connect.
- Replace individual round table bylaws and create a shared policies and procedures document. This will help identify the relationship and fiscal responsibility of round tables with members and leaders, helping them understand the symbiotic relationship between round tables and all of ALA.
- Work with the Membership Office and Membership Committee to align dues and dues structures across ALA so that discounted rate opportunities for special categories are consistent across the association. It is recommended to explore the rate of \$20 for each round table from the preliminary fiscal analysis models. This would have the least fiscal impact overall and is only a recommendation for the Membership Office and Committee to further explore and test this model.
- Increase the minimum number of dues-paying members needed to create a round table to one percent of ALA's membership unless identified as a strategic priority by the Board of Directors. Membership numbers will be revisited and averaged over a period of three years. Current round tables will be able to remain intact for the first three years to provide them the opportunity to grow their membership. This will provide round tables with more fiscal stability and the resources to accomplish their mission-driven goals.

Additional Recommendations

The charge of SCOE was to focus on large, structural change of the association. While the primary focus of this report is on organizational effectiveness and governance there are a few recommendations that have no large structural home:

- ALA's governance structure and organizational effectiveness should be subject to regular, institutionalized review to make incremental change rather than rely upon a large reorganization as is recommended in *Forward Together*.
- A robust virtual member orientation should be established and conducted by the Membership Office and Membership Committee to welcome new members into the

whole organization, explain engagement opportunities, and provide a refresher for current members.

- A clearinghouse of volunteers should be created. Volunteer forms should be accepted on an ongoing basis and solicited when new advisory groups and working groups are formed. The form should identify volunteer interests, skills, expertise, and passions and would be used by all facets of the organization to determine potential volunteers.
- Upon acceptance and approval of *Forward Together* by ALA members, an Implementation Working Group should be established and appointed to identify timelines and tasks necessary to complete the work of the recommendations. Timelines provided in the recommendations of this report are subject to modification by the Implementation Working Group. The Committee anticipates implementation will take several years.

Member Process: How It All Works Together

Forward Together envisions a cohesive structure which allows many different opportunities for members to participate, engage, and bring forth issues for prioritization by the association. The following examples of the current process for members and the future process for members demonstrate the nimble, responsive nature of *Forward Together*.

Getting Involved as a New Member

Feedback and survey data indicate that many ALA members feel disengaged from the association, in part due to the complexity of ALA's structure. According to the Avenue M membership study, most ALA members are members for three years or less. With this in mind, today, the process for getting involved as a new member might look something like this:

- New member joins ALA and adds on divisions and round tables that sound interesting or align with professional/interest goals
- New member may (or may not) receive a welcome email from each group with varying degrees of information about the group and how to get involved
- New member feels overwhelmed by options to participate and different modes of operation. New member never moves past paying membership dues, and never finds the wealth of value or resources in the association
- OR, member fills out a volunteer form and is placed on a committee that has no clear goals or projects and loses interest in participation; sometimes never hears a response
- OR, member has no institutional support and cannot attend conferences or committee meetings, losing out on member engagement opportunities.
- OR, member has an idea for improving the association but has no clear sense for how to communicate it, preventing the association from benefiting from our newest members' innovative ideas.

Imagine the process in *Forward Together*:

- New member joins ALA and adds on divisions and round tables that sound interesting or align with professional goals

- New member receives a welcome email outlining groups joined and listservs added to, with an invitation to a virtual orientation to learn more about getting involved in ALA as well as to fill out a volunteer form if they are ready
- New member attends the orientation and is invited to participate in areas of interest and projects of interest based upon their volunteer form indications, leading to a fulfilling and engaging experience.
- Participation is offered through a variety of in-person and online channels to expand participation beyond those who can afford the expense of conference participation.

The Passionate Member Experience

The Avenue M membership survey reported that, while most members of ALA were “satisfied” with their membership, the members who were “Very Satisfied” were those who were long-term, engaged, and passionate ALA members. “Very Satisfied” is the type of member *Forward Together* seeks the majority of ALA members to be. With this in mind, today, the process for engaging the passionate member might look something like:

- Member leader identifies member who attends ALA conferences and attends division or round table meetings they also attend
- Member is encouraged to get more involved by joining a committee or running for a round table or division role.
- OR member is encouraged to run for ALA Council. If the member is successful, they become part of an approximately 190-person policy-making body that requires formal processes that are highly formal and challenging to learn. Most new Council members limit their participation during their three years to voting on resolutions crafted by a handful of seasoned peers.

These options assume that the member has the resources and support to attend face-to-face meetings for several consecutive years and is satisfied with a low level of participation (meeting twice a year) extended over a long period of time (one to three years). A member with a specific passion or goal must “work their way up,” regardless of their expertise or the timeliness of their issue. Members with finite resources for travel have to be willing to dedicate those resources to ALA participation. As a result, the vast majority of ALA members do not participate or engage in the work of the association.

Imagine the process in *Forward Together*:

- A member joins ALA and upon receiving their welcome email, decides to attend a virtual assembly or division or round table meeting. There are enough meetings year-round that the member can “jump on board” at any point, at no additional cost, rather than waiting to attend a face-to-face meeting
- The member hears a conversation specific to their identity, affinity, or professional interest. The meeting is small and focused enough that the member can envision themselves participating
- The member volunteers for an opportunity or proposes an issue to pursue

Raising Issues for Discussion or Action

Oftentimes, issues come up in libraries across the nation that have not been identified by the association for discussion or action. Members who are working on the frontlines may begin conversations with one another about the need for attention to an issue by the association to help provide guidance, resources, or awareness. Round tables are often the home of such scenarios. Today, the process for raising an issue through a round table might look like:

- A member has an issue they bring to the leadership of a round table.
- That issue may be reviewed by round table leadership to frame into a resolution.
- The round table's councilor (if they have their own) takes that resolution to ALA Council.
- Depending on the required action, if passed by Council, the Executive Director proceeds with the desired actions of Council and will provide a report to Councilors over the next 6 months.
- If the resolution is referred, a report could take up to six months to be developed and reported back to Council to determine a vote.
- If the resolution is passed and requires a policy change, Council will have to vote on the resolution again in six months at the next meeting before the resolution can take effect.
- It may take at least a year or more for the process to complete depending on the actions required in the resolution.

Imagine the process in *Forward Together*:

- A member has an issue that they bring to the Round Table Leadership Assembly at the next convening, held multiple times a year. All round table leaders provide input. Round table members are informed and provide input to strengthen the information around the issue.
- The Round Table Leadership Assembly brings the issue to the Public Policy & Advocacy Committee who adds input and helps to identify the scope, impact, and resources necessary to take action on that idea if the round table has not already done so. The Committee could reach out to the general membership and/or specific stakeholder groups including division, chapter, and affiliate leaders through the Leadership Assembly communications tools (more on leadership assemblies in the above section).
- The issue (with a report from the Public Policy & Advocacy Committee) then goes to the Board of Directors for adoption as policy or action.
- The whole process could take a few months, perhaps even weeks.

Moving Legislative and Public Policy Advocacy

In the Avenue M report, members indicated they expect and find value in ALA as the voice for libraries in federal public policy, library funding, and the regulatory framework related to library values and services. Today, the process for legislation and public policy advocacy is often *reactive* to external threats to library-supportive policies and funding. A reaction today might look like:

- Any of ALA's number of legislative and advocacy focused committees may *respond* to library-related legislation driven by external forces with or without consulting with one another

- OR at one of its two meetings a year, ALA Council may pass a resolution against the threatening legislation and public policy. If the resolution is referred to a committee for review, it may take up to a year for the resolution to pass and for action to be taken.

ALA and its member groups are effective at mobilizing members to respond when libraries are threatened, yet struggle to unite members in a timely manner around shared public policy goals that would advance or sustain libraries for the future. This is in part to difficulty in identifying potential risks as well as a lack of process for public policy proposals to be proposed and vetted by members. When proactive proposals are sought by ALA members, policies tend to focus on a narrow objective that may be advanced at the expense of ALA's strategic directions or long-term policy goals.

Imagine legislative and public policy advocacy in *Forward Together*:

- ALA will advance public policies that support funding, legislation and a regulatory framework for thriving libraries and into the future
- Library-specific public policy ideas may be initiated through members, leadership assemblies, or Board-appointed working groups.
- The Public Policy and Advocacy Committee will develop and recommend to the Board a proactive policy agenda that is aligned with ALA's mission, core values and strategic directions. The Committee will assess progress in proactive and reactive policy advocacy.
- ALA will mobilize members and supporters in advocacy strategies that maximize local, state, and federal relationships with policymakers and influencers, as well as the expertise of policy professionals.
- In addition to ALA's grassroots and grasstop networks, ALA will deploy technology-based advocacy and communications tools so that an increased number of members and supporters are informed of library-related policy issues and will take action for the benefit of libraries and the communities served by libraries.
- Members will be encouraged to strengthen their relationships as advocates with their elected officials.

Influencing ALA Policy

Today, the process for influencing ALA Policy might look something like:

- A member wants to suggest an edit to the ALA Code of Conduct to be more reflective of ALA values.
- The member notices there is no information in the Code of Conduct as to who maintains and updates it.
- The member may try to contact a number of different groups to share their idea with varying degrees of success and contact. There is no clear path towards proposing this change.

Imagine the process in *Forward Together*:

- A member may propose their suggested edit through any of the leadership assemblies, committee membership meetings, or member engagement opportunities.

- Each of these assemblies, membership meetings, and member engagement opportunities will have a Board of Directors liaison and an ALA staff member who will hear the suggestion and direct it to the appropriate body for review.
- The member has now provided the association with their idea, feels heard, and receives a follow-up to their request from the group that helped initiate their proposal.

These simplistic examples are just a few ways Forward Together can help to increase membership participation, influence, and engagement. The ultimate goal of these recommendations is to ensure members have a clear path to help move the association forward and *Forward Together* creates multiple clear paths to accomplish member and association goals together.

Next Steps

After discussion with the ALA Executive Board at the Fall Meeting, SCOE recommends a legal analysis to be conducted by the 2020 ALA Midwinter Meeting and a Constitution and Bylaws Committee analysis and a Committee on Organization analysis of *Forward Together* to be presented at the 2020 ALA Annual Conference. Initially, SCOE recommended conducting a more robust fiscal analysis and identifying a *Forward Together* Implementation Working Group prior to the 2020 ALA Midwinter Meeting. SCOE now recommends first conducting a legal analysis, Bylaws Committee analysis, and a Committee on Organization analysis so that we can gain a more complete understanding of the implementation needs before proceeding with the fiscal analysis and Implementation Working Group. A full timeline of SCOE events past and present and an explanation of changes to the timeline can be found in appendix B.

Conclusion

To become the leading library association that members demand, the necessary changes within ALA requires its members to be bold. The work of many similar groups that have come before the Steering Committee on Organizational Effectiveness have resulted in small tweaks to our association and its governance, but there has not been the same momentum or the same urgency felt now by members and member leaders. As society and technology moves forward, ALA has not changed its practice and member engagement models. That inaction has led us and our members to hunger for innovation and forward thinking. The recommendations included in *Forward Together*, informed and created by ALA members, are intended to do just what the title states; move the world's oldest and largest library association forward together, as a whole, with established members and new members to advocate and "provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all."

These recommendations are intended to be taken as a package, for it is only when we look at all facets of our organization that we can make true, lasting change.

Appendix A: Fiscal Analysis

The report of the Fiscal Analysis Working Group was completed and given to SCOE on September 16, 2019. The report is presented as it was prepared for SCOE members at the time.

REPORT OF SCOE FISCAL ANALYSIS WORKING GROUP

The Steering Committee on Organizational Effectiveness (SCOE) Fiscal Analysis Working Group is comprised of Susan Hildreth, Chair and immediate past Treasurer, Andrew Pace and Alexia Hudson-Ward, SCOE members, John Lehner, Budget Analysis and Review Committee (BARC) liaison and Clara Bohrer, engaged ALA member with in-depth knowledge of ALA finances. ALA staff working with the group are Mary Ghikas, Executive Director, Mark Leon, Chief Financial Officer, Melissa Walling, Membership Director and Raymond Garcia, Special Assistant to the Executive Director.

The group met virtually in August and September. Although the group had limited time to conduct any type of comprehensive analysis, we wanted to identify key areas of potential fiscal impact that could result from SCOE recommendations. We recommend that a more detailed analysis be conducted after SCOE has made its final recommendations to the Executive Board in October 2019.

It must be noted that there are several other ALA change streams which could impact the SCOE recommendations on changes to its governance structure. Because SCOE recommendations may impact membership models and ALA is reviewing membership models on a parallel path with SCOE efforts, the working group focused primarily on potential fiscal impacts of SCOE considerations for Division and Round Table dues.

Membership Models/Division and Round Table Uniform Dues Analysis

ALA, supported by research done by Avenue M, is considering a variety of membership models. Changes in the general membership model could impact SCOE recommendations as well as memberships in ALA divisions and round tables. It is likely that new membership models will be less complex than the current structure. The current strategic investment in ALA Information Technology (IT) infrastructure will be useful in supporting a responsive member database that can support the implementation of pricing model changes. Additional IT investments may be necessary depending on required functionality to support a new member database platform.

Current or potential members are often confused by the diverse dues structure for divisions and round tables. SCOE suggested that uniform dues for divisions and round tables be considered. This recommendation would not preclude divisions and round tables from having different categories of memberships, i.e. international, student, etc. The suggestion was that these categories have uniform dues amounts for each division or round table. ALA staff, led by Melissa Walling and Mark Leon, are testing models that show the financial impact of division

dues at \$60, \$65 and \$70 and round table dues at \$10, \$15 and \$20 annually. This analysis is looking only at the regular member dues category for divisions and round tables.

In developing this model analysis, the working group had a detailed discussion regarding what divisions considered as basic services for their members and what was the cost of those services. Based on information from PLA and ACRL (provided by Clara Bohrer and John Lehner who have knowledge of PLA and ACRL finances, respectively), 1) basic services for each division vary significantly; 2) basic services are not covered by annual division regular member dues; 3) PLA and ACRL have resources to provide these services from other revenues but that is not the case for other divisions.

This analysis is rather complicated but provides ALA Membership, Finance and IT staff to have some “skin in the game” in analyzing potential restructuring impacts. The analysis is in process and staff hope to have initial information available for review at the September SCOE meeting.

SCOE Recommendations/Potential Fiscal Impact

Outlined below are specific SCOE recommendations which may have fiscal impact. Each area must receive further fiscal analysis. In all cases, effective provision of virtual platforms by ALA IT will be critical for the success of these new structures. The current strategic investment in IT will be useful in supporting engagement platforms. Additional IT investments may be necessary depending on required functionality to support the virtual engagement platforms. There may be additional training costs to ensure that members and staff are able to effectively use virtual tools and facilitate meetings and discussions in a virtual environment.

Area 1: Board of Directors: Increasing from 12 members to 17 members

- Elimination of ALA Council will result in an estimated cost savings of \$800,000 annually. ALA Council costs at the Annual and Mid-Winter conferences are estimated at \$400,000 each. ALA staff led by Mark Leon are preparing a detailed cross-functional analysis of Council costs that will be available later in September.
- The operational costs for an expanded executive board will increase and must be factored into fiscal impact.

Area 2: Redesigned Volunteer Work and Committees: Reducing 37 Standing and Council Committees to 3 Executive Board Committees, advisory committees, working groups, communities of practice and leadership assemblies

- Although the exact number of advisory groups has not been determined, these groups will function primarily in a virtual manner and may result in less staff time that could be redirected to other activities.
- As mentioned above, the impact on IT development and related costs needs to be examined to make sure that the provision of virtual platforms currently being developed will be sufficient.

- The extent of saving will not be known until it is determined during implementation discussions how the groups actually will engage in their work and interact with each other and staff.

Area 3: Divisions, Round Tables and Membership Initiative Groups: Make organizational structures consistent and uniform, consider potential merger of groups and focus on virtual operations

- Simplification of organizational structure, elections and other activities will result in less staff time and cost which could be redirected to more impactful activities.
- ALA's operating agreement with divisions and round tables should be reviewed and updated in light of new governance and membership models as well as standard 21st century professional organization and business practices that were not in place when the agreement was developed in 1982. A change in ALA's operating agreement may have fiscal impact.

New Winter Meeting

ALA is also revising the format and focus of its Mid-Winter meeting with a smaller footprint which will have impacts on revenue and expenses, staff time and member engagement and committee work. It is anticipated that the new Mid-Winter format will result in less revenue and less expenses and provide more opportunities for regional engagement. The continuing education focus of Mid-Winter will require stable and intuitive virtual platforms for member engagement. Although not directly related to SCOE fiscal analysis, these meeting changes will impact member engagement and staff workload. Member engagement will become more virtual. Staff workload could be redirected to alternate activities when not preparing for and staffing a major conference.

Recommendations

The fiscal analysis of SCOE recommendations is impacted by other changes currently being considered by ALA. This is really complicated! Having said that, at this time, we do not see any significant issues that would constrain further development and consideration of SCOE recommendations.

The work of SCOE was undertaken to enhance member engagement, not to reduce operating costs. We think there may be increased costs in some areas that would be offset by reduced costs in other areas. With simplification of governance and membership organization, it is anticipated that staff time would be able to be redirected to enhanced member engagement.

ALA is making strategic and critical investments in its IT infrastructure and platforms. These timely and valuable investments are moving ALA forward to function more effectively in a connected world. It is anticipated that additional IT investments will be required to support a streamlined membership database and useful and intuitive virtual platforms for member

engagement. Although we cannot specifically estimate the cost at this time, support for needed IT enhancements and for staff and member training to effectively use these platforms will be critical for the success of streamlined governance and organizational models.

Because of the limited time available to the working group and the preliminary nature of SCOE recommendations, we recommend a more detailed analysis be conducted when the Executive Board makes its final decision to move forward. We also recommend that a larger body be appointed to undertake further analysis, including representation from a variety of ALA stakeholder groups.

We would like to thank all members and staff who participated in the working group. We would especially like to thank Melissa Walling, ALA's new Membership Director, who provided useful expertise and knowledge on association membership trends and practices.

Appendix B: Steering Committee on Organizational Effectiveness Timeline

Appointment of SCOE by ALA President Jim Neal (New Orleans)	June 2018
Remodeling Summit (Chicago)	October 2018
Initial ideas presentations to members (Seattle)	January 2019
Virtual ideas presentation to members	February 2019
Executive Committee Meeting, meetings with ALA staff (Chicago)	March 23, 2019
4 virtual input sessions with specific member groups	April 2019
SCOE review and developing preliminary recommendations (Chicago)	May 7-8 2019
Meetings with ALA staff (Chicago)	May 20, 2019
Presentation of preliminary recommendations to members (Washington, DC)	June 2019
Virtual presentation of preliminary recommendations to members	July 8 & July 19, 2019
Meetings with ALA staff (Washington, DC)	July 15, 2019
Fiscal analysis by working group, integration of chapters and affiliates	July - September 2019
Development of recommendations (Chicago)*	September 2019
Presentation of recommendations to Executive Board*	October 2019
Legal Analysis	November - December 2019
Constitution & Bylaws Committee and Committee on Organizations Analyses*	November 2019 - April 2020
Introduction of new ALA executive director	January 2020
Presentation to Council at Midwinter Meeting (Philadelphia)	January 2020
Council vote 1 at Annual Conference (Chicago)	June 2020
Council vote 2 at Midwinter Meeting (Indianapolis) <u>Note:</u> Will occur only if Council accepts the Constitution & Bylaws and Policy changes in June 2020	January 2021
Begin Identifying potential Implementation Working Group to begin their work after the Spring 2021 membership ballot (assuming successful passage)	

Membership ballot vote <u>Note:</u> Will occur only if Council accepts the Constitution & Bylaws changes again in January 2021	Spring 2021
Implementation Working Group takes over <u>Note:</u> Will only occur upon successful passage of the Constitution & Bylaws changes in Spring 2021	June 2021
Larger in-depth fiscal analysis	TBD

*Explanation of changes to the Timeline since July 2019:

1. The word “final” was removed from the development of recommendations in the September 2019 development and the October 2019 presentation to the Executive Board to recognize that due to the iterative nature of SCOE’s process, additional changes may be needed through the final presentation and vote with Council in June 2020.
2. The second fiscal analysis and the Constitution & Bylaws Analysis was originally slated for November - December 2019. Changes were made to these based upon the report of the first fiscal analysis subcommittee and the workload of the Constitution & Bylaws Committee and the Committee on Organization. The fiscal analysis working group recommended an expanded review of the financial impact of the recommendations after acceptance and approval of the recommendations. This is in part because ALA staff and members would be unable to complete this analysis without many implementation details.
3. Identification of the Implementation Team/Implementation Working Group, originally slated for November 2019 will be postponed until after the initial work of the Constitution & Bylaws Committee and the Committee on Organization to determine the exact needs of the Working Group. To begin the implementation process analysis and ensure member input, SCOE would like to draw upon the expertise of the Constitution & Bylaws Committee and the Committee on Organization to determine what implementation steps will be necessary. SCOE asks that this analysis be done by May 1, 2020 to allow for inclusion in the final materials and report that will be shared with Council for a vote.

Appendix C: 2017-2018 ALA CD#35.1 2018 ALA Annual Conference

This Council Document is presented in its original form with the exception of document appendices which have been removed for length. For the full appendix which includes list of chapters, organizational charts, and kitchen table talk discussions and additional resources please refer to the [full council document](#).

American Library Association

Organizational Effectiveness Plan

2018 Annual Conference – New Orleans, LA

BACKGROUND:

Following the 2018 ALA Midwinter Meeting, the ALA Executive Board working group on governance and organizational effectiveness—Mary Ghikas, Andrew K. Pace, Lessa K. Pelayo-Lozada and Patricia Wong—transcribed and created a database of feedback from the discussions at ALA Council and at PBA, as well as other feedback received – over 300 documents. Wordles were also created to assist working group members in the analysis. The resulting files were reviewed by members of the working group.

On April 5, the working group met to discuss next steps and to review an initial draft of this document. Based on that discussion and review, at their spring meeting, the ALA Executive Board decided to retain outside consultants to advance this discussion. In addition, ALA President Jim Neal will appoint an ad hoc Steering Committee and Executive Oversight group. What follows is a summary of the Midwinter 2018 feedback, a draft timeline for next steps, a steering committee structure, and structure for facilitated discussions to take place at ALA Annual 2018 in New Orleans.

Attachments:

- (1) APPENDIX 1: Council and PBA feedback on Organizational Effectiveness discussion (Wordles)
- (2) APPENDIX 2: Concurrent Activities
- (3) APPENDIX 3: 2017-2018 ALA CD#35, 2018 ALA Midwinter Meeting – American Library Association, Organizational Effectiveness Discussion

ALA Governance Review Process

The following outline attempts to look at the reorganization process from two perspectives: what we know and how we might move forward.

A series of appendices provide additional information, including: (1) Wordle images of what we

know, (2) descriptions of related ongoing work that both the ALA Membership and Management will need to be aware of as this process proceeds, and (3) the 2018 Midwinter discussion document.

Purpose and Key Question:

The purposes of the Governance Review were laid out in the Midwinter 2018 document -- 2017-2018 CD#35. (See Appendix 3) CD#35 also positioned the ALA Mission as a central guide for this work, along with a set of “guiding principles.”

ALA Mission: *To provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.*

To achieve this mission, ALA has defined four strategic directions:

- Advocacy
- Equity, Diversity and Inclusion
- Information Policy
- Professional and Leadership Development

As we think about how we organize to support this mission, these “guiding principles,” articulated in the 2018 Midwinter Meeting discussion document, need to be kept in mind:

1. We will build upon ALA’s strengths
2. We will focus on ALA’s Strategic Directions—Advocacy; Information Policy; Professional & Leadership Development; Equity, Diversity, and Inclusion
3. We will enable open, flexible, and easy member engagement
4. We will simplify and streamline process
5. We will ensure a governance and coordinating structure that enables members and staff to be effective, engaging in meaningful and productive work
6. We will empower member engagement
7. We will adopt a new mindset
8. We will optimize use of ALA staff time
9. We will experiment and try new approaches; we will learn from our experiences and be intentional about assessment
10. We hope to be a model of innovation for professional associations

ALA is an association. As such, its primary asset for achieving its mission is its members, working with staff to achieve a shared mission and shared goals. The ALA membership includes over 58,000 individuals, organizations and corporations. Indirectly, through chapters and affiliates, which typically have overlapping memberships with ALA, the reach is significantly larger. Collectively, membership and those associated through chapter or affiliate membership represent librarians, a wide range of other individuals with many specializations who work in or for libraries, trustees, friends and advocates for libraries, corporate leaders invested in the library ecosystem, content creators, and others.

While the mission and membership focus remain, the question implicitly posed by the document developed for the 2018 Midwinter Meeting discussion was: “How can ALA best organize itself to fulfill its mission in the 21st century?”

What We Know Now: Midwinter 2018 feedback

Feedback from discussion with Council and other active members during the 2018 Midwinter Meeting, as well as some email feedback, largely confirmed the “findings” of the Kitchen Table Conversation. (see Appendix 3) But, as would be expected from a largely more active and ALA-experienced group, extended them in some respects. (see Appendix 1)

- ALA needs to be relevant to those with an MLS – and to those without an MLS who work in libraries, do work related to libraries; and, focus on or support libraries and their missions. There is also a desire for clearer, stronger focus on the needs and interests of library workers, which suggests that a comprehensive look at ALA may necessarily involve a close look at ALA-APA, and at potential funding mechanisms.
- Given the experience of many participants and the complexity of the organization, unsurprisingly one focus of attention was figuring out where to start. Which thread do you pull? Where are the innovative opportunities? Can we look at the question from an “issue perspective” not a “type of library perspective”?
- There was significant emphasis – echoed in internal (staff) discussions – about focus on advocacy, or perhaps on advocacy and education.
- There was strong focus on mindful, consistent relationship development – encompassing ALA Chapters and other state associations (e.g., AASL and ACRL-affiliated organizations, ALA Affiliates, and other organizations, both within ALA’s unique areas of focus and broader areas representing member values).
- In both the discussions on advocacy and on relationships, there is interest in stronger collaboration between ALA and chapters/state associations and in being able to act locally.
- Feedback echoed the Midwinter document’s focus on reduced complexity and reduced redundancy – but both complexity and redundancy are to some extent in the eye of the beholder. Comments included the need to “force prioritization,” “focus on what matters,” disband groups are “aren’t effective,” and shift to a more “as needed” structure, rather than so many standing bodies.
 - There is a perceived tension between resolving complexity/reducing or eliminating silos and the desire to find “my place,” “my home.” This tension will have to be addressed.
- Clarity in both structure and communications was a strong focus. Members want to “feel impassioned, invested, and relevant.” As was clear in the Kitchen Table Conversation findings, they want “clear pathways to engagement.” Other comments focused on member ROI; a collective and sustainable focus; a member-centric vs. member-led organization and enabling “complete and robust participation.”
- There is recurring interest in investing in IT – including the technology for “virtual” or digital participation and learning.

Moving Forward: 18-month timeline

The question then is “what are the next steps?” While the Midwinter Meeting largely confirmed many aspects of the diagnosis, and suggested elements of a solution, the difficult work of negotiating a “solution” in a highly participative and complex organization, with interests that sometimes compete, remains to be done.

For that purpose, the Board wishes to retain a consultant. While consultants coming from the library arena, with ALA experience, will bring knowledge of ALA’s culture(s), consultants coming from the association arena will bring knowledge of the wide array of models among associations – and their relative success in achieving specified aims. Management and the Board recommend a consultant from the Association or nonprofit environment, knowledgeable in the variations and purposes of association governance structures. Given the demands of the process, consultation and member facilitation of the change management process itself may be highly desirable. Since consultation with a deep understanding of current ALA organization and governance is also desired, the Board is recommending a Steering Committee to work closely with the outside consultant to guide what is likely to be a complex process, extending over 12-18 months, followed by an implementation phase.

A working calendar is outlined below – primarily to show the feasibility of the time frame proposed. It is highly likely that the specific approaches and intermediate steps within the timeline will change as ALA begins working with specific consultants and establishes the steering committee.

(1) Now – Through Annual Conference 2018

Conduct a series of facilitated focus groups or discussions built around some of the specific questions sitting behind many of the comments/concerns raised in both the Kitchen Table Conversations and at the 2018 Midwinter Meeting. These facilitated discussions will take place at ALA Annual and virtually. These may be structured around several “what if” scenarios, for instance:

- A shift from a structure largely based on standing committees to one largely based on as-needed groups, with a (small) core of “standing” committees.
- A shift from a “governance” model to an “engagement” model for many specialty groups, e.g. Round Tables. (see, for example, <http://growglobally.org/?p=1394>)
- A stronger ALA-Chapter/State Association structure.
- A different Board/Council composition/structure/relationship
- A potential change in or streamlining of the current ALA/Division relationship

(2) Annual Conference 2018 to Fall 2018 Board meeting

Based on feedback to date, work with consultant(s) to create multiple versions of a “new” ALA.

(3) 2018 Board Meeting to Midwinter 2019

Review scenarios at Fall Board meeting. Adjust scenarios based on Board feedback. Distribute adjusted scenarios for member/potential member feedback. Prepare discussion documents for 2019 Midwinter Meeting discussion.

(4) Midwinter 2019

Hold facilitated discussions (National Issues Forum-style discussions) at Midwinter 2019, aimed at identifying “common threads” in member response. The objective is to arrive at a “new ALA” model.

(5) Midwinter 2019-Spring 2019 Board Meeting

Prepare draft “new ALA” scenario (single) and related discussion materials for discussion at Spring 2019 Board meeting.

(6) 2019 Spring Board Meeting – 2019 Annual Conference

Adjust scenario and related materials based on Board discussion. Distribute widely for consideration prior to the 2019 Annual Conference.

(7) 2019 Annual Conference

Hold series of facilitated discussions on proposed model. Continue to develop model, based on feedback.

(8) 2019 Annual to 2020 Midwinter Meeting

Develop action document(s) for Council/membership. Develop potential implementation plan/schedule. Develop FAQ.

(9) 2019 Annual to Spring Election

Share information widely. Schedule online discussion sessions. Develop spring ballot materials. Refine implementation plan based on feedback.

Spring 2020 Election and forward.

Based on Spring 2020 election plan, begin implementation.

Guiding the Process

2017-2018 ALA President Jim Neal has committed to leading this process through to completion – at least completion of the design and initial decision process. Vice President / President-elect

Loida Garcia-Febo has already indicated that President Neal will continue in an oversight/leadership role after his presidential term ends in 2018. The Executive Board has approved this structure to guide the process.

Executive Oversight Group: Jim Neal (2017-2018 ALA President; Past President, 2018-2019)
Mary Ghikas (ALA Executive Director)
TBD, Steering Committee Chair
Consultant (s)

Steering Committee: Executive Board (2) (including Chair)
Council (2)
Division Leadership (2)
Round Tables (1)
Chapters (2)
ALA Ethnic Affiliate (1)
Emerging professional (e.g. NMRT, Emerging Leader, Spectrum Scholar) (1)
At-large (1)
ALA Staff (1)

There should be significant attention to diversity of all types – including diversity in length of membership – in forming the steering committee.

This work is also taking place within the context of multiple “streams” of change (see Appendix 2). It will be important for the Board, Management and, to a lesser extent, the Steering Committee to remain aware of these additional change streams and to consider their potential impacts.

Appendix D: Avenue M Survey Results

The full [Avenue M. - Final Survey Report](https://bit.ly/31aTtWG) is approximately 70 pages long and can be read at the link provided (<https://bit.ly/31aTtWG>). The following slides are a summary presented to the ALA Executive Board at their Fall 2018 meeting as EBD#12.12 ALA Survey Results: Avenue M Presentation.

EBD#12.12
2018-2019**ALA Executive Board
Fall Board Meeting****TOPIC:** ALA Survey Results: Avenue M Presentation [PPTs]**ACTION REQUESTED:** Discussion**DRAFT MOTION:** NA**REQUESTED BY:** Mary Ghikas, ALA Executive Director
Lorelle Swader, Associate Executive Director, ALA Offices and Member Relations**DATE:** 23 October 2018**BACKGROUND:**

In spring 2018, ALA contracted with Avenue M Group, a market research firm, to conduct a communications and membership study with the goal of improving our services to members.

On membership, questions such as the following were posed to Avenue M:

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

In the areas of communications, the key objective was to develop an overall high-level strategy for more consistent communications with members. Questions included such things as:

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

Work on the study began in April with interviews of ALA staff and members. In July 2018, a survey was sent to 65,000 individuals – ALA members, recently lapsed ALA members and other non-members. Over 10,000 responses were received. These responses, as well as interviews and other research, formed the basis for recommendations in three reports:

- American Library Association (ALA) -- 2018 Membership Study – CBD#9
- American Library Association (ALA) – Marketing Communications Assessment and Strategy – CBD#8
- American Library Association (ALA) – 2018 Membership Models Report – CBD#10

Sheri Jacobs, President and CEO of Avenue M, will meet with the ALA Executive Board on Friday, October 26, to provide a high-level review of the survey results and their implications for ALA. (2018-2019 EBD#12.12, attached).

Current ALA staff members who were part of the internal Membership and Communication Study selection team were: Beth Nawalinski (Executive Director, United for Libraries); Christopher Keech (Director, Production Services, ALA Publishing); Eleanor Diaz (Program Officer, ALA Office for Intellectual Freedom); Emily Wagner (Assistant Director, ALA Washington Office); Jan Carmichael (Web/New Media Manager, Communications and Marketing Office); Sheila O'Donnell (Director, ALA Development Office); Terra Dankowski (Associate Editor, American Libraries); Thomas Ferren (Registration Coordinator, ALA Member and Customer Service); Allison Cline (Deputy Executive Director, American Association of School Librarians); Denise Moritz (Director of Financial Reporting and Compliance, ALA Finance); Kerry Ward (Executive Director, Library Leadership and Management Association); Lindsey Simon (Campaign Coordinator, Communications and Marketing Office); Michael Dowling (Director, ALA Office for International Relations/ALA Office for Chapter Relations); and, Tim Smith (Deputy Director, ALA Information Technology and Telecommunications Services). With the July 2018 retirement of Cathleen Bourdon (Associate Executive Director, Communications & Member Relations), overall leadership for the process was passed to Lorelle Swader (Associate Executive Director for ALA Offices and Member Relations).

Over the coming weeks and months, a number of staff and member groups will be reviewing recommendations and developing strategies to enhance organization effectiveness, increase member engagement, and build an agile model for future ALA support for libraries and library workers.



Project Overview: Membership Research



Research Goals

Better understand the interests, needs, motivations, habits and behaviors of current and former members and those who have never been members of ALA.

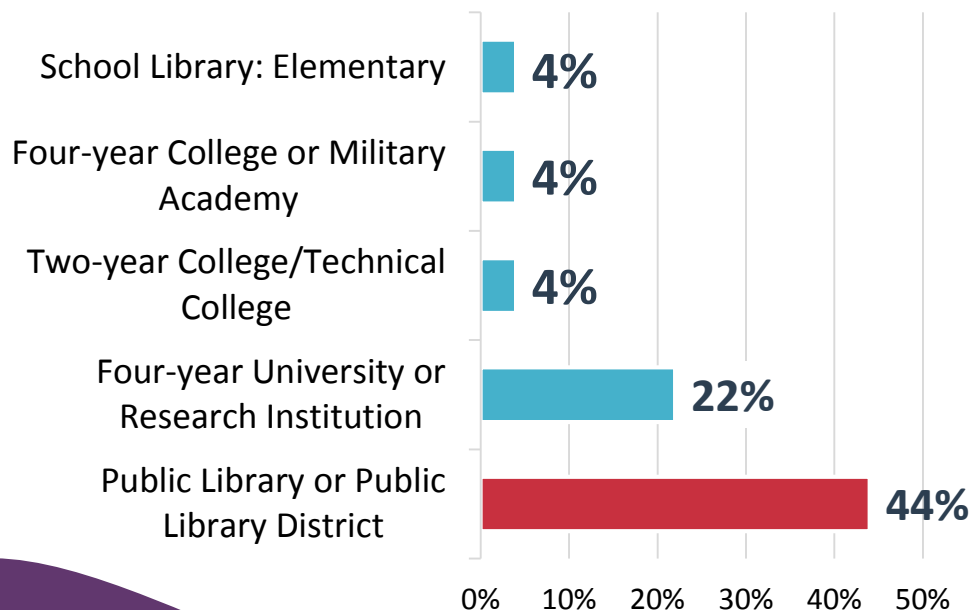


Electronic Survey: July 10 – July 27, 2018

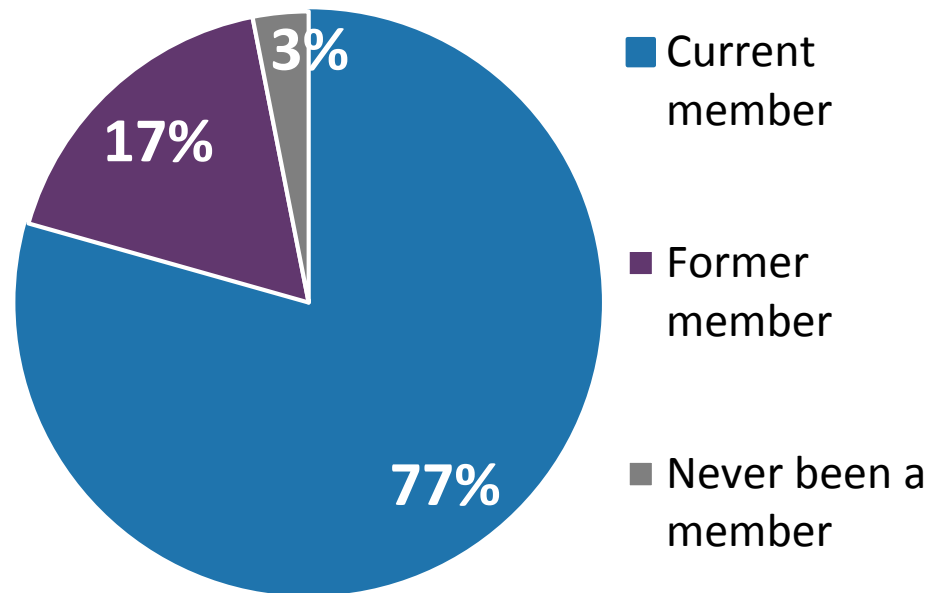
- Survey delivered to 65,152 individual email addresses.
- 10,386 survey responses; overall response rate = 16%
- Margin of error of +/-1% at the 95% confidence level is well within the industry standard

Study Participants*

Work Setting



Membership Status



*Please note this is an overview of the demographics, and some figures have been rounded or excluded. Please refer to the Excel file for all data.

81%
are white

80%
are female

Study Participants*

Years a Member	Respondents
1 year or less	21%
2– 3 years	41%
4 – 5 years	14%
6 – 10 years	10%
11 – 15 years	4%
16 – 20 years	2%
21 – 30 years	2%
31 or more years	1%

Years in Profession	Respondents
Less than 1 year	2%
1 – 5 years	22%
6 – 10 years	20%
11 – 15 years	16%
16 – 20 years	12%
21 – 30 years	15%
31 or more years	10%

*Please note this is an overview of the demographics, and some figures have been rounded or excluded. Please refer to the Excel file for all data.

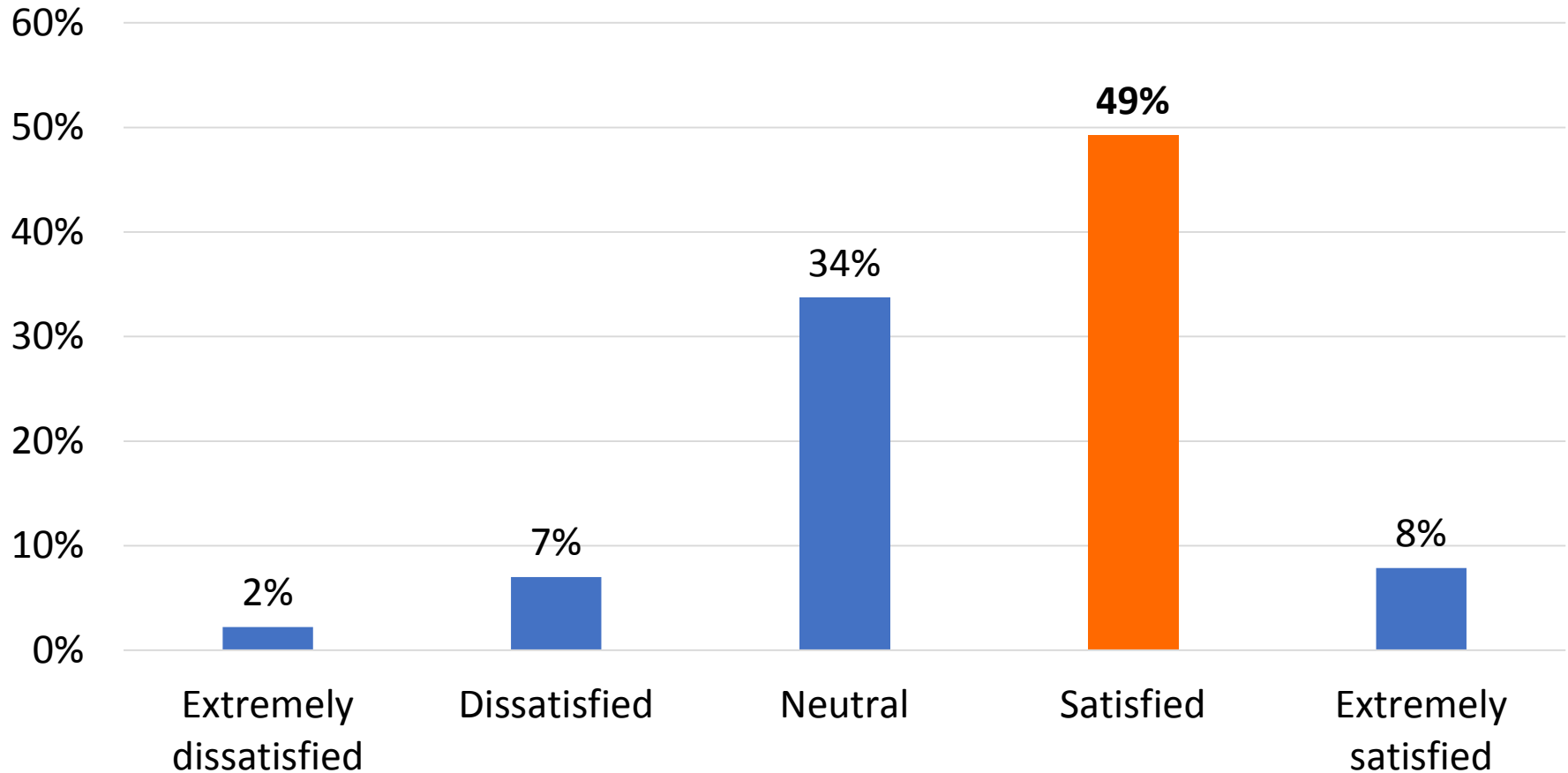


Key Findings

ALA members are drawn to membership because they see ALA as an advocate for the profession.

Drivers of Membership	Not a Driver	Low Driver	Medium Driver	High Driver
Believe in supporting my profession	3%	10%	34%	54%
Support advocacy for the profession	5%	14%	37%	44%
Support intellectual freedom	7%	17%	36%	40%
Learn new skills to become more proficient in my job	10%	15%	38%	37%
Keep up-to-date through ALA publications	8%	19%	40%	33%
Access to ALA Division	25%	22%	27%	26%
Employer pays my dues	67%	6%	10%	16%
Gain leadership experience through volunteer service	34%	30%	23%	13%
Receive member discounts for continuing education	38%	28%	23%	11%

Though roughly half of members are satisfied, few are extremely satisfied with their ALA membership.



ALA Membership Satisfaction

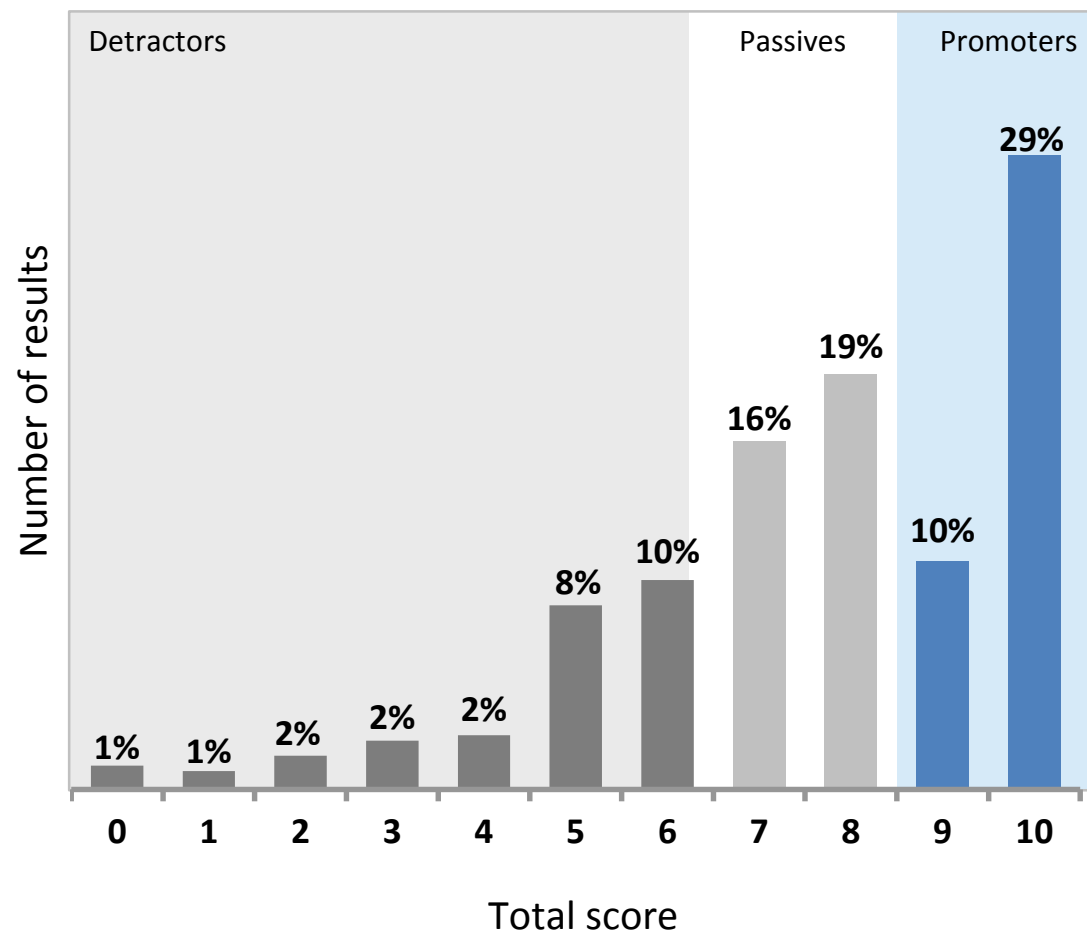
- The proportion of ALA members who are extremely satisfied with membership is lower than the average of 25% observed in Avenue M's database*.
- Satisfaction is higher among members who have been in the profession longer (21+ years), and it is lower for those newer to the field.

*Avenue M's database includes professional membership associations from a range of industries.

Net Promoter Score

ACRL MW20 Doc 18.0

Number of Results per Total Score



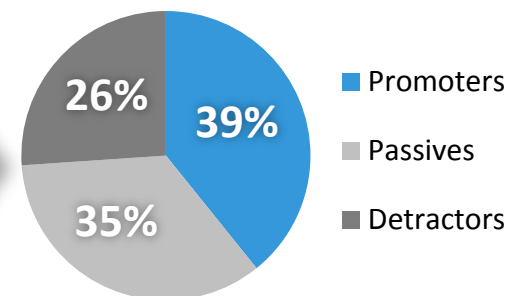
NPS (Net Promoter Score)

% Promoters - % Detractors =

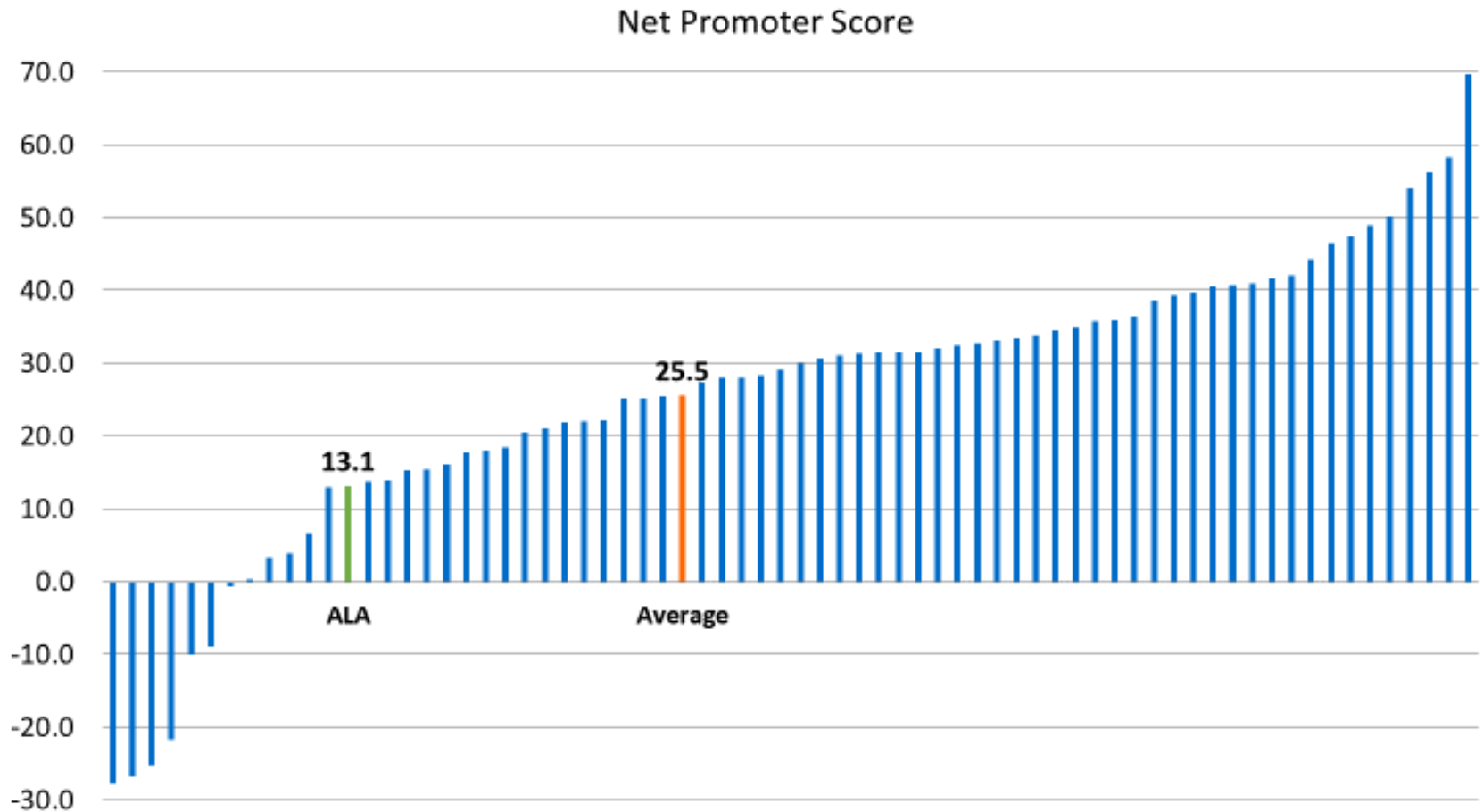
+13

-100

+100



Member loyalty is low relative to other professional associations.



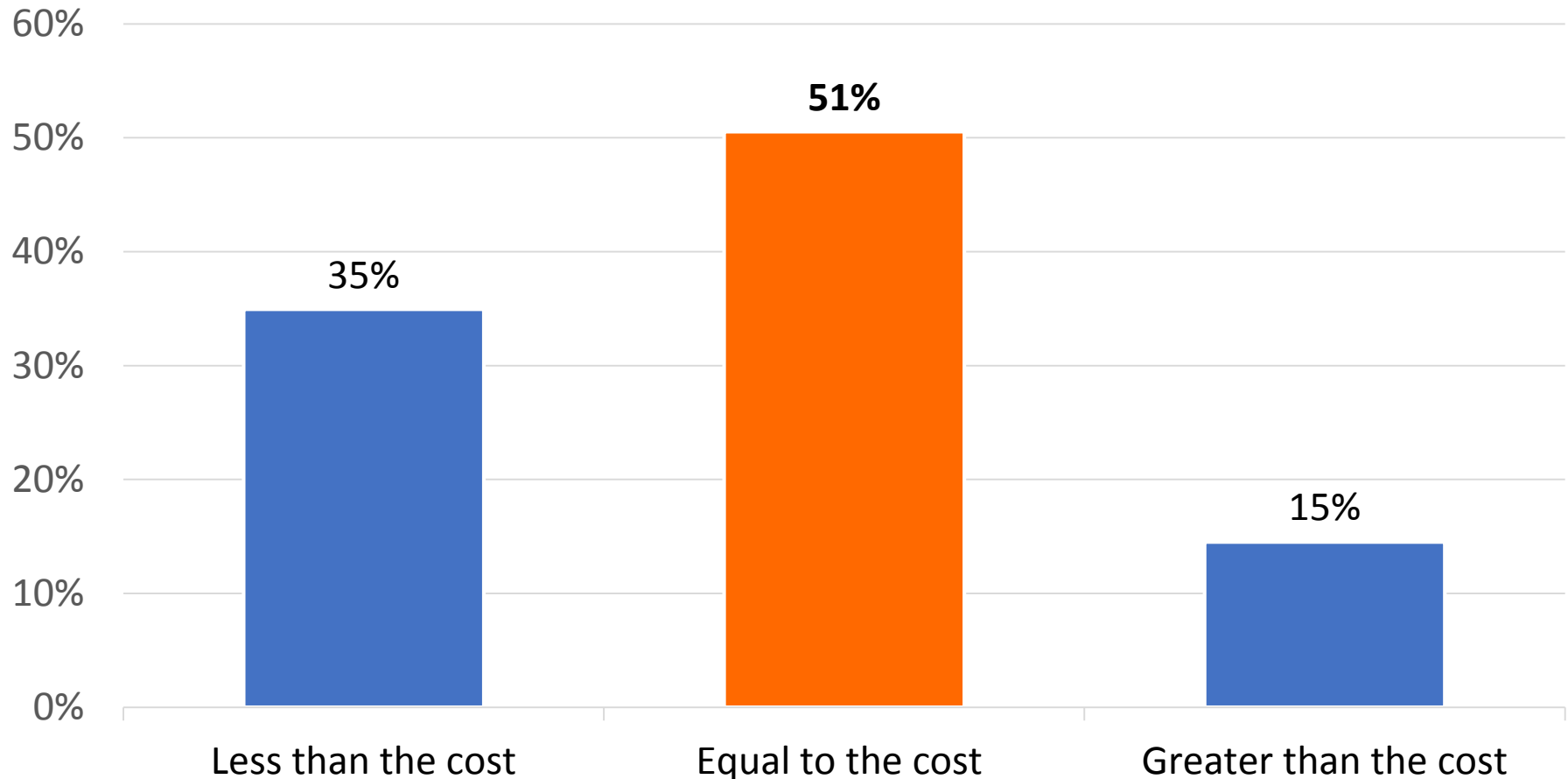
*This average is based on Avenue M's database, which includes professional membership associations from a range of industries.

Two-thirds of members
pay their own ALA
membership dues.

53% pay for dues
associated with
divisions and/or
roundtables.



Though the value of membership is equal to the cost for about half of members, more than one-third of members are concerned with ALA's value proposition.



How to Increase the Value of Membership?

1

Free registration to a CE course/webinar with membership (52%)

2

More virtual conferences (24%)

3

Improve accessibility of resources on website (20%)

4

More opportunities to increase skillsets (20%)

5

Increase state/local advocacy (19%)

How to Increase the Value of Division Membership?

ACRL MW20 Doc 18.0

1

Free registration to a CE course/webinar with membership (44%)

2

More virtual conferences (22%)

3

Make it easier to find resources online (17%)

4

More opportunities to increase skillsets (16%)

5

Increase state/local advocacy (16%)

Members of ALA Divisions often derive more value from their Division membership than their National membership.

Value of National Verse Division Membership	Percent
I receive more value from my division membership(s)	48%
I receive equal value from my ALA membership and my division membership(s)	24%
I receive more value from my ALA membership	12%
I don't know	16%



ALA members believe that ALA National is most effective in advocating for the profession and helping them stay up-to-date.

Which branch of ALA is most effective?	ALA (National)	ALA Division(s)	ALA Regional/ State Chapters	ALA Round Table(s)	Non-ALA Association
Advocates effectively on behalf of my profession	67%	11%	13%	1%	7%
Helps me stay up-to-date on the latest information in my profession	52%	28%	9%	2%	9%
Provides high quality, affordable education	29%	26%	18%	1%	26%
Facilitates networking or the exchange of information between peers	25%	26%	27%	5%	17%
Offers volunteer opportunities	17%	26%	29%	6%	22%

ALA's most widely utilized benefits:

- *American Libraries* Magazine (78%)
- ALA Annual Conference (58%)
- AL Direct (41%)
- ALA eLearning (41%)
- ALA Standards and Guidelines (40%)



ALA American Library Association

Satisfaction for ALA's core benefits is generally strong.

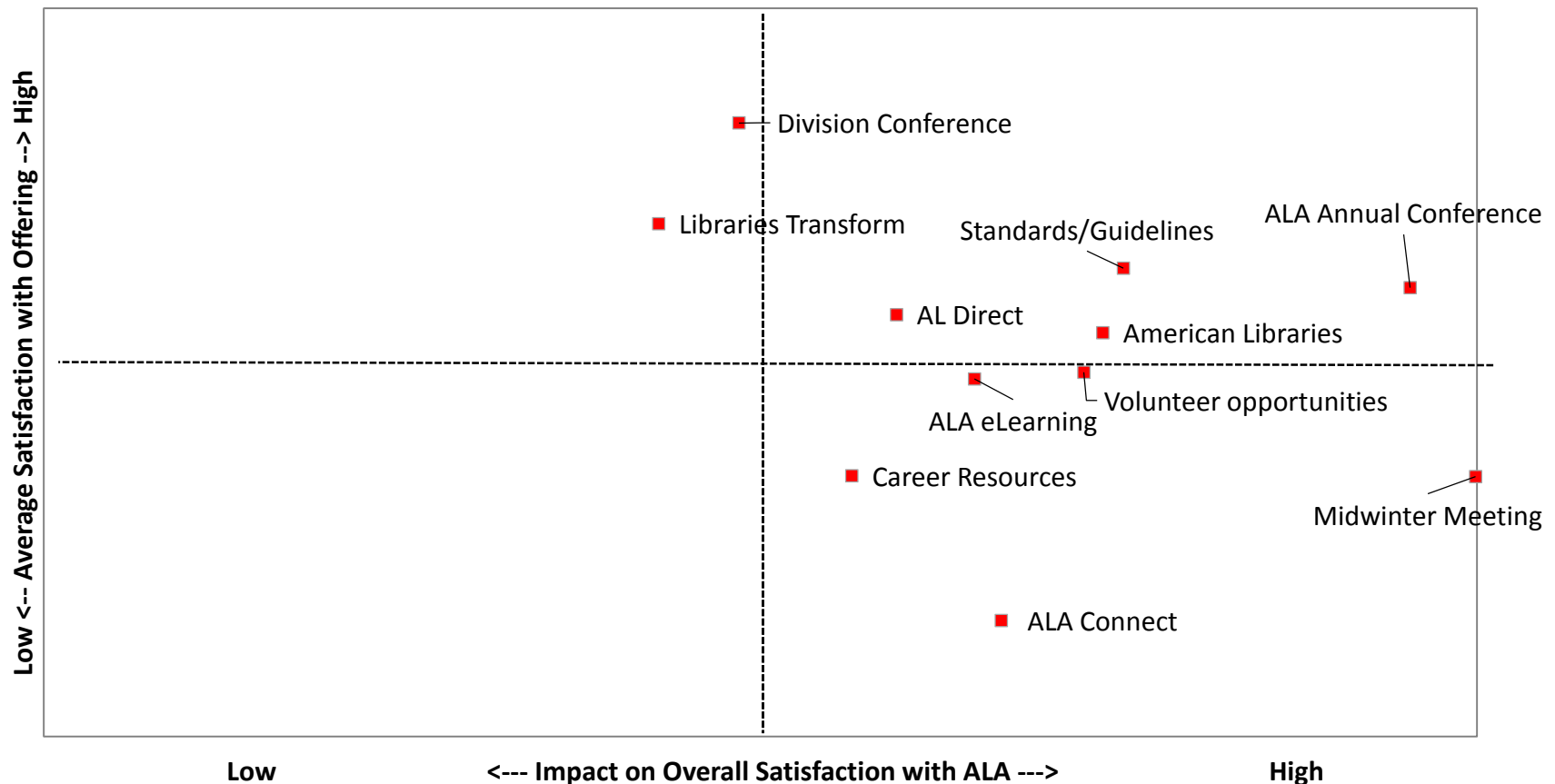
ACRL MW20 Doc 18.0

Benefit Usage and Satisfaction	Usage	Satisfaction (Satisfied + Extremely Satisfied)
American Libraries	78%	74%
ALA Annual Conference	58%	77%
AL Direct e-publication/newsletter	41%	75%
ALA eLearning (webinars, online courses)	41%	71%
ALA Standards and Guidelines	40%	79%
ALA Midwinter Meeting	33%	62%
ALA Connect	29%	46%
Division Conference/Symposium/Forum	29%	85%
Libraries Transform public awareness resources	23%	83%
ALA Library Resource Guides	21%	75%
Career Resources	21%	59%
I Love Libraries Website	20%	78%
ALA online discussion lists	19%	65%
Advocacy Resources	17%	81%

This table only displays a selection of benefits.

The ALA Midwinter meeting and Annual Conference have the strongest relative impact on overall membership satisfaction.

Satisfaction with Offerings & Impact on Overall ALA Satisfaction



Connectedness to ALA

34% of members feel connected to ALA, 20% feel disconnected and 46% are neutral.

- Long-term members have a stronger sense of connectedness to ALA than their peers.
- Newer members (5 years or less) are more likely to feel disconnected.

Connectedness to ALA (continued)

Members indicated that the top ways they feel connected or would feel more connected to ALA are...

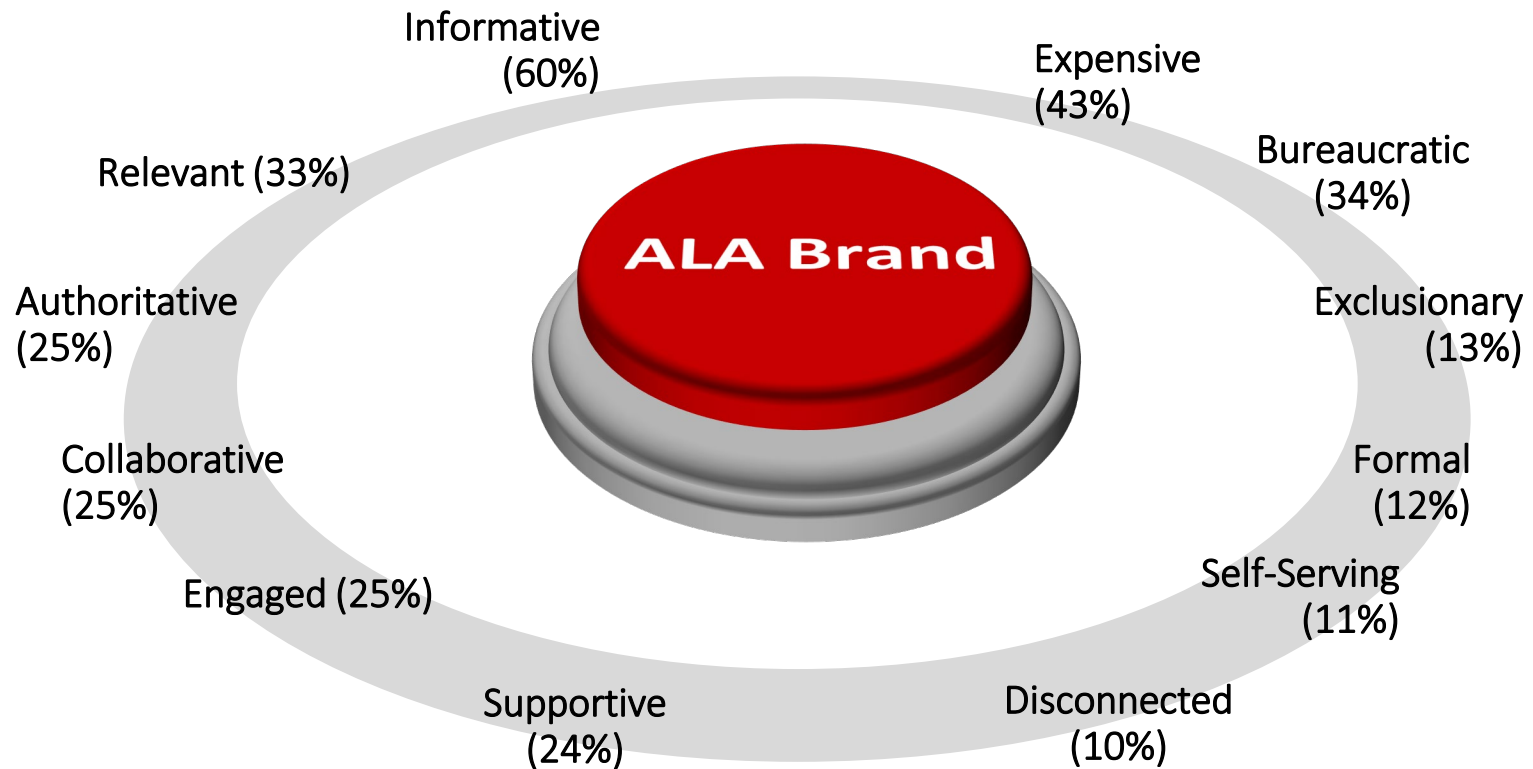
- Meeting other librarians and library workers (36%)
- Learning new things from ALA educational offerings (33%)
- Collaborating with peers (31%)
- Meeting colleagues/peers at events (31%)



ALA is described as informative and relevant but also expensive and bureaucratic.

Positive Attributes

Negative Attributes



Non-Member Survey Respondents

The majority of former members did not make it past the three-year mark of membership (62%).

A misalignment between dues and value is the number one reason some library professionals are not members of ALA.

Just one in five non-members say they are likely (15%) or extremely likely (5%) to join ALA in the next year.

Keeping up-to-date is library professionals' number one challenge.

ACRL MW20 Doc 18.0

Professional Challenges	Percent
Keeping up-to-date with new trends and developments in the field	41%
Dealing with budget constraints	37%
Personal considerations (e.g., work/life balance, family commitments)	30%
Expanding my knowledge/level of expertise	29%
Finding a job or making a job change	23%

This table only displays a selection of challenges.

ALA effectively helps library professionals address some of the challenges they face.

How Well Do You Feel ALA Addresses Each of These Issues?	Bottom-two box (Not well + Not well at all)	Top-two box (Well + Very Well)	Unsure
Keeping up-to-date with new trends and developments in the field	4%	72%	6%
Expanding my knowledge/level of expertise	10%	51%	12%
Expanding my network/connections with other library professionals	17%	40%	12%
Finding a job or making a job change	30%	20%	19%
Dealing with budget constraints	32%	17%	22%
Personal considerations	40%	6%	35%

This table only displays a selection of issues/challenges.



Next Steps - Recommendations

- Develop a wide range of volunteer opportunities and emphasize the benefits of these opportunities on the volunteer and on the profession.
- Diversify communications to members and prospects about the opportunities at ALA.
- Demonstrate the value of paid ALA resources over free alternatives.

- Increase awareness of ALA's advocacy-related successes. Make it easier for members to become involved in advocacy issues.
- Guide members to ALA's educational and professional development offerings that best fit their career stage, topical interests and formatting preferences.

- Use this research to further evaluate ALA's portfolio of programs, products and services. Guide members to the offerings that best address their needs.
- Highlight how ALA membership can save members time and money in the short- and long-term.

Sheri Jacobs, FASAE, CAE, President & CEO

Trevor Schlusemann, CIPP/E, Vice President, Market Research and Analytics

Nick Fernandes, Senior Director, Marketing Research

Matt Cavers, Senior Market Research Analyst

Emily Thomas, Market Research Analyst

Greer Faber, Marketing Assistant

Prepared by Avenue M Group



Introducing Forward Together: Recommendations for a reimagined American Library Association governance model, from the Steering Committee on Organizational Effectiveness (SCOE)

[Lessa Pelayo-Lozada](#)

Nov 18, 2019 3:18 PM

Dear Members,

We heard you. Members want an effective, nimble, inclusive, member-driven American Library Association. Maintaining the status quo with our 100-year-old governance structure will not allow ALA to be the leading library association that members demand. In order for libraries and librarianship to thrive in the future, we invite members to move ALA *Forward Together*.

Relying on input from thousands of members and data about ALA membership trends and finances, the Steering Committee on Organizational Effectiveness (SCOE) has worked since 2018 to develop and refine a package of recommendations to ALA members. [Forward Together](#) aligns with the streams of change already underway within ALA related to finances, real estate holdings, technology, and staffing.

Forward Together proposes a package of interrelated recommendations which are necessarily complex -- because ALA is large and complex. We recommend changes to the board and committees for more direct election and input by members. *Forward Together* streamlines ways for members to get involved, participate, and influence ALA.

The financial realities and advocacy needs faced by libraries calls for bold leadership. Share the excitement in moving ALA *Forward Together*. We invite you to review the attached document that details the input and refinement process, background information, rationale for recommendations, and some of the most important data reviewed related to membership trends and dues, ALA finances, and streams of change.

Forward Together was presented to the ALA Executive Board at their Fall Meeting in October. Recognizing the multiple streams of change occurring in the association right now, the Executive Board decided to move forward with the next phase of *Forward Together* including a transition

of the work from SCOE to a new member group. The details of this transition and move to the next phase are still being worked on and we hope to share more information with you all closer to Midwinter, as well as a new, extended timeline that will allow for continuous changes to our governance model and *Forward Together*, modeling the iterative, 12-month process with continuous checks and balances to increase member participation in not only *Forward Together* but also in our association. The [linked document](#) is the report as it was presented to the Executive Board in October. Forthcoming changes are not reflected except in the opening note.

We thank you for all of your input and feedback thus far and look forward to sharing even more information and details over the coming months. Stay tuned for participation opportunities both virtually and in person!

Sincerely,
Lessa

Lessa Kanani'opua Pelayo-Lozada
ALA Executive Board Member
Chair, ALA Steering Committee on Organizational Effectiveness
Adult Services Assistant Manager, Palos Verdes Library District
she/her/hers

January 14, 2020

Wanda Brown
President, American Library Association

Dear Wanda,

The Boards of Directors of ACRL and PLA are writing in response to recommendations contained in SCOE's [Forward Together](#) report. We thank and commend SCOE for its thoughtful work on long-standing and complex issues. We agree that change is needed and that ALA is not nimble and can seem confusing. Additionally, ALA's serious financial challenges demand strategic thinking, a willingness to make difficult decisions, and an on-going commitment to transparency as modelled by SCOE. SCOE chair Lessa Pelayo-Lozada has been phenomenal in leading the committee; seeking input across the association; and responding quickly and thoroughly. We are writing, however, to share our concern that conscientious members cannot support the proposal without a clear understanding how such changes would be implemented.

Our successes as divisions rest in the commitment and generosity of our members. Division members (who represent 60% of ALA members) engage with us to develop new programs, initiatives, and resources for the field. Our members, by the thousands, have contributed their time, their expertise, and their dollars, toward creating and supporting resources for the field. They have put their trust in us to ensure we continue to strategically and successfully invest in programs that will strengthen libraries and library staff. We are writing as stewards of our members' trust.

While we are interested in all facets of the SCOE recommendations, our focus here relates to SCOE recommendations that most directly impact divisions. SCOE recommendations for the ALA Board, standing committees, and leadership assemblies are specific in spelling out composition, charges, and authority. SCOE's recommendations related to divisions are less so.

From Forward Together, we note the following (page 20, italics added for emphasis):

"A review of the "Operating Agreement" in relationship to the Forward Together recommendations. This review may include **but is not limited to** a review of bylaws, dues, and dues structures. Within this larger umbrella of the Operating Agreement are several recommendations:

- Replace individual division bylaws with a shared policies and procedures document. This will help define the relationship and fiscal responsibility of divisions, helping members understand the symbiotic relationship between divisions and the rest of ALA.
- With assistance from the Membership Office and the Membership Committee, align dues and dues structures across the divisions. This makes the process easier for members to join divisions and helps members understand how dues are spent. It is recommended to explore the rate of \$70 for each division from the preliminary fiscal analysis models. This would have the least fiscal impact overall and is

only a recommendation for the Membership Office and Committee to further explore and test this model.

- o Schedule a regular review of the Operating Agreement.

- o ***A process and timeline for the above recommendations is to be determined in consultation with the divisions and the executive director.***

Our Response

1. The [ALA Operating Agreement](#) (pages 23-37) defines ALA policy related to divisions including governance, standards and programs, and financial relationships. ***The OA has not been fully reviewed for 30 years.*** We agree it is long past time to do so; that regular reviews going forward are essential; and that the review process requires trust to be successful. We also note that the last time the OA was approved extensive, regular reviews were written into policy (see [ALA Policy Manual](#) A.4.3.4.4 Purpose, Scope, Implementation, Review Process, and Definitions) but this has not happened. How will the current recommendation be different to ensure regular reviews occur? Any major revision to the OA, as with changes to bylaws, will have major impacts on division autonomy and function.
2. The description of the review process, “This review may include ***but is not limited to*** a review of bylaws, dues, and dues structures,” is so vague that conscientious members would have no idea of what they were voting to support in the SCOE recommendations. A clear timeline, process, and specific stakeholder group must be developed and defined before division members can act knowledgeably. We recognize that SCOE is in the process of charging an implementation team to do a closer review. This work must be completed before Council and membership votes take place and ALA’s new Executive Director should have the opportunity to weigh in.
3. Divisions have the knowledge and commitment and want to help address how to update the OA. Division members should have a seat at the table in these discussions and decisions.
4. Related to SCOE’s recommendation to align dues across the divisions, division staff have for years offered to move to one dues rate to ease internal complexity. Divisions were told doing so would not be helpful in resolving IT complexity issues; that the ALA tiered structure (1st, 2nd, 3rd year memberships) needed to be resolved first and was the larger issue. We agree with SCOE; standardized dues should be explored, coupled with a mechanism for regular dues increases.
5. SCOE recommends the elimination of Council. Per Article VI of the ALA Bylaws, the Council is the authorizing body for the divisions. How/who will make bylaw changes in the short run given the proposed elimination of Council? We believe revised bylaws should be developed and shared prior to any vote so that the division members understand the impact on their work.

Conclusion

Beyond SCOE’s focus on ALA’s complexity, there are several factors contributing to member confusion and uncertainty that impact how SCOE recommendations are received. These include: uncertainty about the “new Midwinter;” the lengthy timeframe for hiring and onboarding a new ALA ED; the sale of the ALA HQ and perceived loss of a real estate asset; the move to leasing space and uncertainty about future costs; continuing lack of capacity in IT; a lack of clear business rules applied consistently across the entire organization; the inability of ALA to provide mechanisms for targeted communication and accessible platforms for member engagement; and overall concern about ALA’s serious financial situation.

Since ALA will have a new Executive Director in place soon, time should be allowed for the ED to review, assess, and identify what changes s/he would support to the Operating Agreement and bylaws in consultation with division staff and member leaders. Until then, and until we have the ancillary draft documents that show more specifically how the recommendations would be implemented for divisions, as well as a better understanding of ALA's financial picture, we cannot take a position on SCOE's recommendations. We realize much of this goes beyond SCOE's scope and believe that senior ALA leaders and staff can, and should, begin to address this missing material immediately and transparently. ALA finances must be included in the context of these discussions. We need a clear understanding of the financial implications and the financial sustainability of the new model as well as a clear understanding of the role of divisions within ALA.

We again want to take this opportunity to thank you for your hard work, passion, and vision for a new ALA. We look forward to working with you to draft the new authorizing documents for ALA.

Respectfully,

ACRL Board, Karen Munro, President

PLA Board, Ramiro Salazar, President

Cc: Lessa Pelayo-Lozada, Chair, SCOE
Mary Ellen Davis, ACRL Executive Director
Barb Macikas, PLA Executive Director
Mary Ghikas, ALA Executive Director

This page included to accommodate double sided printing.

Association of College and Research Libraries
2019 Fall Board Strategic Planning Session (SPOS)
Wednesday, October 23 – Friday, October 25, 2019
Warwick Allerton, 701 Michigan Avenue, Chicago, IL 60611

2019 AGENDA

Strategic Board Thinking Practices

(Chait, Ryan, & Taylor)

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

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

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

SPOS Meeting Outcomes

Generative

- Develop understanding of concept of interaction safety, consciously inclusive mindsets, and creating and supporting culture changes.
- Develop understanding of hybrid MW 2020 schedule in preparation for new event in January 2021.
- Understand SCOE proposal, its implications for ACRL members, and the Board's role in communicating potential changes.
- Deepen awareness and application of best practices for creating and supporting culture change initiatives.
- Introduce and develop understanding of Interaction Safety which allows people to feel safe enough to speak up, share their thinking, identify problems, and innovate together.
- Explore the mindsets that drive greater collaboration, innovation, the shift to a more joining culture and the behaviors that counter unconscious bias.
- Plan content for ACRL Leadership Council.

Strategic

- Set directions for FY20 and beyond regarding ACRL's core commitment to equity, diversity, and inclusion.
- Deciding how to communicate to ACRL members about the numerous change initiatives underway, i.e., SCOE, Midwinter Meeting changes.
- Deciding how to communicate to ACRL members about how ACRL is implementing initiatives that demonstrate its core commitment to EDI.
- Enhance ACRL action plans and goals applying session learning.

Fiduciary

- Develop ground rules for the Board's work in 2019–2020.
- Strengthen relationships among board members, goal-area committee leaders, and senior staff to foster open communication and effective board stewardship.
- Exercise of effective stewardship of ACRL's Plan for Excellence.
- Develop high level understanding of ACRL's financial resources and its ability to invest in new initiatives.



Association of College and Research Libraries
2019 Fall Board Strategic Planning Session (SPOS)
Wednesday, October 23 – Friday, October 25, 2019
Warwick Allerton, Buckingham Meeting Room (3rd Floor)
701 Michigan Avenue, Chicago, IL 60611

12:15 p.m. – Lunch at LYFE Kitchen, 270 E Ontario Street, for available attendees.

Expected Outcomes for Day One:

- ACRL leaders understand SCOE proposal and its implications for ACRL members.
- Board, committee leaders, and staff develop working relationship.
- ACRL leaders understand hybrid MW 2020 schedule in preparation for new event in January 2021.
- Committee chairs exchange ideas, build relationships with each other.

Wednesday Agenda

Time	Agenda Description
2:00 p.m.	1.0 Opening Remarks, Introductions, and Agenda Overview (Munro) <ul style="list-style-type: none">• Welcome, review of agenda, logistics
2:15 p.m.	2.0 Getting to Know You (Malenfant)
2:45 p.m.	3.0 ALA Steering Committee on Organizational Effectiveness - SCOE (Daly) #15.0 <p>SCOE member Emily Daly will share an update on the proposed model and lead a discussion on its implications for ACRL members.</p>
3:45 p.m.	4.0 ACRL Financial Resources and funding initiatives <p>Background information will be provided on ACRL and ALA finances, so participants have an understanding about resources available to fund strategic and ongoing initiatives. A high level overview of ACRL revenue streams, plan to spending down net asset balance, ACRL's position within the context of ALA, and a quick look at the Operating Agreement will be provided.</p>
4:15 p.m.	5.0 Committee and Board Break Outs 5.1 Committee Chairs Break Out #2.0, #3.0, 12.0 (self-led by members) <p>Committee chairs and vice-chairs will meet in break outs to discuss topics of their choosing such as leadership transitions, work plans, roadshow oversight, and timelines for the upcoming committee cycle.</p> 5.2 Board Ground Rules (Malenfant) #8.0, #9.0 <p>The Board will meet to review its ground rules and to discuss if ACRL should develop a response to the SCOE proposal.</p>



Time	Agenda Description
4:45 p.m.	6.0 ACRL Participation at ALA Midwinter Meetings (Malenfant) #10.0, #17.0, #18.0, #29.0 The group will reconvene to discuss member engagement at future ALA Midwinter Meetings in advance of the proposed remodel for the 2021 ALA Midwinter Meeting.
5:00 p.m.	7.0 Adjourn (Munro)
5:45 p.m.	Meet in lobby for to walk to The Albert, 228 East Ontario street
6:00–8:30 p.m.	Cocktail Reception and Dinner at The Albert

**Association of College and Research Libraries
2019 Fall Board Strategic Planning Session (SPOS)**

Wednesday, October 23 – Friday, October 25, 2019

Warwick Allerton, Buckingham Meeting Room (3rd Floor), 701 Michigan Avenue, Chicago, IL 60611

Objectives for Day Two:

1. Deepen awareness and application of best practices for creating and supporting culture change initiatives.
2. Introduce and develop understanding of Interaction Safety which allows people to feel safe enough to speak up, share their thinking, identify problems, and innovate together.
3. Explore the mindsets that drive greater collaboration, innovation, the shift to a more joining culture and the behaviors that counter unconscious bias.
4. Enhance ACRL action plans and goals applying session learning.

Thursday Agenda

Facilitated by Keith Earley and Martha Kesler, The Kaleel Jamison Consulting Group

Time	Focus	Outcome
8:00–8:30 a.m.	<i>Optional Breakfast - Buckingham Meeting Room (3rd Floor)</i>	
8:30-8:40	Building a Learning Community	- Establish connection
8:40 – 9:10 (10 for hello; 20 for connecting - questions)	Introductions and Hellos	- Ground participants in the day - Model inclusion behavior through Hellos - Introductions and ensure all voices have space in the room
9:10 – 9:20	Agenda	- Roadmap of the day is understood
9:20 -10:30	The Foundation for Inclusion in Organizations	- Baseline definition of interaction safety - Set stage for safety in the room - Judging and Joining - Baseline understanding of differentiating these concepts and associated behaviors - Introduce concept of conscious action
10:30-10:45	BREAK	
10:45 – 12:00	Path to an Inclusive Organization: The Path Continuum	- Visually and physically spark dialogue about EDI perception and actions - Facilitated discussion and applied learning leveraging experience and interview data
12:00 – 12:15	Reflection	- Capture the impact at the individual and group level - Sub-conscious gathering of thoughts to perhaps spark lunch discussion



12:15 – 1pm	LUNCH	
1:00 – 1:45	Integrate Approach to EDI	- Reframe thinking of EDI as incorporated rather than separate
Time	Focus	Outcome
1:45 – 2:00	Applying Inclusive Frameworks and Behaviors to the Action Plans	- Provoke thoughtful Action Planning - Bridge the integrated thinking about actions to action planning - Create connections between exercises and concrete actions
2:00 – 2:15	BREAK	
2:15-4:15	Learning to Action	- Initiate incorporating days learning into the Division Level Committee Action Plans - Practical application of incorporating EDI into each of the elements of the Plan for Excellence
4:15-4:30	Closing Circle	- Model Behavior of inclusion – every voice heard as we leave the session - Surface anything that needs attending to before parting - Bring closure

**Association of College and Research Libraries
2019 Fall Board Strategic Planning Session (SPOS)**

Wednesday, October 23 – Friday, October 25, 2019

Warwick Allerton, Buckingham Meeting Room (3rd Floor), 701 Michigan Avenue, Chicago, IL 60611

Expected Outcomes for Day Three:

1. Finalize EDI strategic planning/goals if needed.
2. Plan content for ACRL Leadership Council.
3. ACRL leaders understand the SCOE proposal's implications for ACRL members and develop response for SCOE
4. Enhance communications to ACRL members around SCOE proposal, MW changes, and ACRL's core commitment to EDI

Friday Agenda

Time	Agenda Item
8:00 a.m.	<i>Optional Breakfast - Buckingham Meeting Room (3rd Floor)</i>
8:30 a.m.	1.0 Welcome/Review previous days' work. (Munro) Review work for the day and adjust agenda accordingly.
9:00 a.m.	2.0 EDI Strategic Planning (Brown) #1.0, #13.0 Finalize as needed from previous day.
9:30 a.m.	3.0 Plan content for virtual ACRL Leadership Council (Brown) #14.0, #17.0, #18.0 <ul style="list-style-type: none"> • Consider content to cover, how to engage members virtually. How can we make the virtual Leadership council meaningful? Should it be open to any ACRL Member?
10:00 a.m.	4.0 SCOE/streams of change (Daly) #15.0, #16.0 <ul style="list-style-type: none"> • Discussion: timelines, priorities, knowns/unknowns, • Implications for ACRL structure, member engagement, financial, resources, Plan for Excellence
10:30 a.m.	<i>Break</i>
10:45 a.m.	5.0 SCOE/streams of change continued (Daly) #15.0, #16.0 <ul style="list-style-type: none"> • Draft response to SCOE/ALA Board • Draft communication for ACRL leaders about SCOE implications
Noon	<i>Lunch - Frank Lloyd Wright Room</i>



Time	Agenda Item
1:00 p.m.	6.0 Strategic communications to ACRL members (Brown) <ul style="list-style-type: none">• Draft communication for ACRL leaders about MW2020 and MW2021 #10.0, #17.0, #18.0, #29.0• Draft communication for ACRL leaders about ACRL's EDI initiatives
2:30 p.m.	<i>Break</i>
2:45 p.m.	7.0 Strategic communications to ACRL members continued (Brown)
3:15 p.m.	8.0 Review next steps, parking lot issues (Munro)
3:45 p.m.	9.0 Closing remarks & Meeting Evaluation (Munro) Evaluation: https://www.surveymonkey.com/r/SPOS19
4:00 p.m.	10.0 Adjourn (Munro)



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

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

2018 AGENDA

Strategic Board Thinking Practices

(Chait, Ryan, & Taylor)

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

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

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

SPOS Meeting Outcomes

Generative

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

Strategic

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

Fiduciary

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



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

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

Wi-Fi Password: ACRL2018

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

Expected Outcomes for Day One:

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

Wednesday Agenda

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



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

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

Wi-Fi Password: ACRL2018

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

Expected Outcomes for Day Two:

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

Thursday Agenda

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



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



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

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

Wi-Fi Password: ACRL2018

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

Expected Outcomes for Day Three:

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

Friday Detailed Agenda

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

Upcoming Meetings

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

ACRL Board Ground Rules

Approved Midwinter 2017

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

4 Questions for Knowledge-Based Decision Making

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision? *
 2. What do we know about the current realities and evolving dynamics of our members' marketplace/industry/profession that is relevant to this decision?*
 3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?*
 4. What are the ethical implications of this decision?
- *What do you wish that you knew, but don't?

ACRL Board Social Media Guidelines

Approved Fall Board Meeting: October 19, 2016

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

1. Purpose

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

2. Guidelines

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

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

3. Responsibilities

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

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



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

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

2017 AGENDA

Strategic Board Thinking Practices

(Chait, Ryan, & Taylor)

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

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

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

SPOS Meeting Outcomes

Generative

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

Strategic

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

Fiduciary

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



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

Wednesday, September 13, 2017

2:00 – 5:00 p.m.

Hilton Cleveland Downtown, Hope Ballroom A, 3rd Floor

Wifi password: ACRL2017

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

Expected Outcomes for Day One:

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

Wednesday Detailed Agenda

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



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

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

Thursday, September 14, 2017

8:30 a.m. – 4:00 p.m.

Hilton Cleveland Downtown, Hope Ballroom A, 3rd Floor

Wifi password: ACRL2017

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

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

Thursday Detailed Agenda

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



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



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

Friday, September 15, 2017

8:30 a.m.–3:30 p.m.

Hilton Cleveland Downtown, Hope Ballroom A, 3rd Floor

Wifi password: ACRL2017

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

Expected Outcomes for Day Three:

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

Friday Detailed Agenda

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

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

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ALA Bylaws: Article VI. Divisions

Section 1. The Council may establish divisions under the following conditions:

- a. The Council may authorize the organization as a division of any group of not less than 500 members of the Association who are interested in the same field of librarianship, upon petition of such group. Under exceptional circumstances, the Council may admit as divisions, groups having fewer than 500 members.
- b. The Council by a vote of two consecutive meetings may discontinue a division when, in the opinion of the Council, the usefulness of that division has ceased.

Section 2.

- a. The purpose of a division is to promote library service and librarianship within and for a particular type-of-library or as it relates to a particular type-of-library activity, and to cooperate in the promotion of general and joint enterprises within the Association and with other library groups. Each division shall represent a field of activity and responsibility clearly distinct from that of other divisions.
- b. A division shall have authority to act for the ALA as a whole on any matter determined by Council to be the responsibility of the division.

Section 3.

- a. Divisions are of two distinct kinds: “Type-of-library” divisions and “Type-of-activity” divisions.
- b. Type-of-library divisions focus attention upon planning in and evaluation of all functions as they contribute to the services of the library. Type-of library divisions are interested in the general improvement and extension of service to the clientele and agencies served. Each such division has specific responsibility for: (1) Planning of programs of study and service for the type-of-library as a total institution; (2) Evaluation and establishment of standards in its field; (3) Synthesis of the activities of all units within the Association that have a bearing on the type-of-library represented; (4) Representation and interpretation of its type-of-library in contacts outside the profession; (5) Stimulation of the development of librarians engaged in its type- of-library, and stimulation of participation of members in appropriate type-of-activity divisions; and (6) Conduct of activities and projects for improvement and extension of service in its type-of-library when such projects are beyond the scope of type-of-activity divisions, after specific approval by the Council.
- c. Type-of-activity divisions focus attention upon study and development of such functions as reference, cataloging, personnel administration, etc., as they apply to all types of libraries. Type-of-activity divisions are interested in the improvement and extension of their functions. Each such division has specific responsibility for: (1) Continuous study and review of the activities assigned to the particular division; (2) Conduct of activities and projects within its area of responsibility; (3) Synthesis of the activities of all units within the Association that have a bearing on the type of activity represented; (4) Representation and interpretation of its type of activity in contacts outside the profession; (5) Stimulation of the development of librarians engaged in its type of activity, and

stimulation of participation by members in appropriate type-of-library divisions; and (6) Planning and development of programs of study and research for the type of activity for the total profession.

- d. Type-of-activity divisions may develop and adopt technical standards as official ALA standards. Type-of-activity divisions may participate in the development of nontechnical standards by type-of library divisions but nontechnical standards may be adopted, or approved as official ALA standards, only by type-of-library divisions.

Section 4.

- a. Each division shall be organized under a board of directors with overlapping terms and with authority to make decisions between conferences or meetings of the division.
- b. Each division may establish such committees, sections, and other subordinate units as may be required to discharge properly the responsibilities assigned to it, but no committee, section, or other unit devoted to an activity assigned to a type-of-activity division shall be established in a type-of-library division.
- c. A division may affiliate with itself regional, state, or local groups interested in the same field of library service or librarianship. Such groups may admit members who are not members of the division or of the Association.

Section 5.

- a. A division shall accept as members all members of the Association who elect membership in that division according to the provisions of Article I of the Bylaws. Only members of this Association may be members of a division.
- b. Only personal members of a division shall have the right to vote and to hold office.

Section 6.

- a. Each division shall establish annual dues. Funds so collected shall be subject to the provisions of paragraphs (b), (c), and (d).
- b. All dues paid for membership in divisions may be put to the credit of the division. Additional allotments may be made on the basis of need as determined by the Executive Board upon recommendation of the Budget Analysis and Review Committee.
- c. All divisional funds are to be in the custody of the Executive Board, to be accounted for and disbursed by its designated officer on authorization of the division officers.
- d. A division shall have the right by vote of its members to impose additional fees. Funds so collected shall be subject to the provisions of paragraphs (a) and (b).

Section 7. No division shall incur expense on behalf of the Association except as authorized, nor shall any division commit the Association by any declaration of policy, except as provided in Section 2(b) of this Article.

Section 8.

- a. A division may: Issue publications; hold meetings; organize sections; retain or adopt a distinctive name; appoint committees to function within the field of its activities; in general, carry on activities along the lines of its interests. Divisions shall exercise editorial and managerial control over their periodicals. The ALA Publishing Committee will be informed of plans for any new division periodical prior to publication. Materials prepared for publication by a division not intended for inclusion in a division periodical must be offered to ALA Publishing Services for first consideration.
- b. A division may be authorized to arrange a non-business national divisional conference under such conditions as the Executive Board may prescribe.

Section 9.

- a. Each division shall be governed by the provisions of the Constitution and Bylaws of the Association to the extent to which they are applicable. To guide the officers and members in conducting the affairs of a division which are peculiar to itself, the division shall adopt a constitution and/or bylaws which shall not be in conflict with those of the Association. Such documents shall provide appropriate rules governing the holding of meetings, the conduct of mail votes, the constitution of a quorum, the conduct of nominations and elections, the establishment and appointment of committees, the procedure for their own amendment.
- b. A section shall be governed by the constitution and/or bylaws of the division of which it is a part. It may adopt bylaws of its own provided that they are not inconsistent with the Constitution and Bylaws of the Association or with those of the division.

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ALA Connect: Organizational Effectiveness (SCOE) Project: Discussion Forum

Forward Together Website (SCOE)

[Lessa Pelayo-Lozada](#)

Posted 13 days ago

Dear Members,

We are excited to introduce to you our website for *Forward Together* (forwardtogether.ala.org). This microsite will serve as the landing page for all things related to *Forward Together* as we move into the next phase of this ever evolving project.

We invite you to submit your questions or comments through our feedback form. This will be checked on a daily basis by our ALA staff liaison Raymond Garcia and your questions or thoughts will be responded to in a timely manner by a SCOE member. Common questions will be added to our FAQ area which will be updated frequently.

Speaking of SCOE, we encourage you to look through our [SCOE members page](#) to learn more about this diverse and dynamic group who have been working with you all to move our association forward. Here you will learn about why each member accepted the challenge and why they feel change is necessary. You will also see a brief snapshot of their involvement and dedication to ALA.

Thank you again and again to everyone who has participated in getting our association and our committee to this point. We are excited for the next phase of work, the next group that will take over in Spring 2020, and are especially excited for the future of ALA.

Sincerely,

The Steering Committee on Organizational Effectiveness

Lessa Kanani'opua Pelayo-Lozada, Chair

Wanda Kay Brown

Emily Daly

Mr. Emmanuel L. Faulkner, Sr.

Kenny A. Garcia

Mandi Goodsett

Terri L. Grief

Alexia Hudson-Ward

Ben Hunter

Steve Laird

Jack Martin, Jr.

Alanna Aiko Moore
James G. Neal
Lucinda A. Nord
Vailey Oehlke
Andrew K. Pace
Juan W. Rivera
Karen G. Schneider
Felton Thomas, Jr.
Kerry Ward
Nora Susan Wiltse
Steven D. Yates
Shali Zhang

Lessa Kanani'opua Pelayo-Lozada
ALA Executive Board Member
Chair, ALA Steering Committee on Organizational Effectiveness
Adult Services Assistant Manager, Palos Verdes Library District
she/her/hers

From: ALA Committee on Accreditation (COA)
To: The Steering Committee on Organizational Effectiveness (SCOE)
Re: SCOE Draft recommendations to the ALA Executive Board

The ALA Committee on Accreditation welcomes SCOE consideration of the work the Committee does to fulfill its charge "to be responsible for the execution of the accreditation program of the ALA, and to develop and formulate standards of education for library and information studies for the approval of Council." (*ALA Handbook of Organization*). Its work is administered through the ALA Office for Accreditation which provides planning, leadership, and an administrative function in implementing the ALA accreditation process.

Background

Instructive context for the relationship of ALA and COA is provided in the [Memorandum of Understanding](#) (MoU) executed by the ALA Executive Director and the Director of the Office for Accreditation, representative each of ALA and the Committee on Accreditation, respectively. The MoU formally acknowledges the central role of accreditation to the ALA mission and its responsibility for sustaining relationships with critical stakeholders such as the Council for Higher Education Accreditation (CHEA) that monitors the quality of the ALA accreditation effort. CHEA requires that an agreement such as the MoU exist to clarify the relationships and the independent nature of the decisions that COA is entrusted to make in the public interest.

COA undergoes a periodic comprehensive review for CHEA recognition, the last conducted in 2013 with Recognition continued [through December 2023](#) (PDF <http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/accreditation/prp/CHEA%20response%20to%206th-Year%20Report%20June%202019%20FINAL.pdf>).

COA is recognized to accredit master's programs in library and information studies offered under the degree granting authority of institutions in North America: the US, Puerto Rico, and Canada. An expansion of scope to include the UK is now under consideration by CHEA as COA has reviewed a Candidacy application from a program at University College London.

It is also worth noting that the ALA Office for Accreditation is a participating member of the Association for Specialized and Professional Accreditors (ASPA) and follows its [Code of Good Practice](#), conducting its practice according to the ALA [Accreditation Process, Policies, and Procedures \(AP3\) Fourth Edition](#).

In its responsibility for developing the [Standards for Accreditation of Master's Programs in Library and Information Studies](#), COA conducts standards development work at its regularly scheduled meetings and periodically appoints standards review subcommittees to determine when revisions are necessary. The standards describe the essential features of programs of education that prepare library and information professionals and identify the minimum levels for program achievement. The Standards are adopted by the approval of Council. The historical chronology for approval of the Standards is 1925, 1933, 1951, 1972, 1992, 2008, and 2015.

The COA is 12 members appointed by the ALA president-elect. Ten members are personal members of ALA, one of which is Canadian; five are practitioners and five are faculty. Two members of the COA must be appointed from the public at large to represent public interest. The COA chair is appointed by the ALA president-elect for a one year term and may be reappointed once

Members of COA, with the exception of public members, are appointed for four-year staggered terms and may not be reappointed. Public members are appointed for two-year terms and may be reappointed once. Public members cannot be librarians or information professionals in practice, education, or through membership affiliation with ALA or other library associations. Public members cannot be employed by an institution of higher education that has a program accredited by ALA or with ALA-accredited Precandidacy or Candidacy status.

COA particular circumstances for consideration

The commitment of time and effort by members of the COA is considerable. It has been estimated to take no less than 84 hours (not counting travel time) of meetings and individual review on an annual basis for a member to effectively participate (four meetings annually @ 60 hours + 24 hours for individual reading). This effort centers around accreditation processes related to program review. The additional time necessary to address planning, advocacy, policy discussions, standards revisions, and ongoing informational communications to the membership and to programs must be scheduled within that 84 hours or be set aside. The expenses incurred by individuals and/or their organizations in attending both the ALA Midwinter and Annual meetings is becoming a challenge as travel dollars become harder to access. There is considerable reliance and dependence upon the Office for Accreditation for support of all these activities.

Vital principles and responsibilities are outlined in the MoU. Relationships with critical stakeholders such as CHEA (see <https://www.chea.org/programmatic-accrediting-organizations#library>) and the *Canadian Federation of Library Associations/Fédération Canadienne des Associations de Bibliothèques* must be sustained.

The presented questions are a sampling of the issues that abound as the organization considers COA. These questions are numbered for reference and do not indicate priorities.

1. What is the benefit to the public and the profession of COA remaining a committee or becoming a commission or a council?
2. What should be the relationship between the ALA and a Commission or Council on Accreditation?
3. COA roster:
 - a. Should the committee be enlarged?
 - b. Should the committee and its chair be nominated by and representative of the affiliated ALA associations and divisions versus a Committee on Appointments/President Elect?
 - c. Should criteria for membership carry additional requirements beyond ALA membership?
 - d. Are current term limits adequate for the role and responsibilities of accreditation?
 - e. Should the onboarding process be defined, extended or influence the terms of appointment?
 - f. Should retired professionals and practitioners have limits or distinctive criteria for membership?
4. Should the Committee adopt a statement and processes to evidence support of the ALA statement/policy on [equity, diversity, and inclusion](#)?

5. Is the current budget for accreditation adequate to adopt changes and improvements in operations, e.g. enhancements in technology, member expenses for execution of duties, Office staffing, etc.?
6. What new methods and means can be presented for the accreditation process itself, e.g. accreditation management systems, rules, procedures etc.?

The COA appreciates this opportunity to submit its thinking as of this time and asks that the ALA Executive Board identify/authorize a focused deliberation. An appointed working group could review and offer recommendations about the ALA COA structure, fiscal supports and the agenda of activities for accreditation of programs, and members could include ALA staff, past and present COA member(s), program educators, and representatives of the public interest sector.

The work of SCOE is timely for the long term success of the ALA. As well it is essential that the role of COA as an accrediting body is protected and able to continue to be supportive of the programs and their mission to deliver quality education for students of library and information studies and the institutions they will serve.

Submitted on behalf of the Committee on Accreditation by Committee Chair - Loretta Parham.

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



To: ACRL Budget & Finance Committee
Subject: Personal membership dues rate for FY21
Submitted by: Carolyn Henderson Allen, ACRL Budget & Finance Committee Chair
Date submitted: January 7, 2020

BACKGROUND:

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

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

The Budget & Finance Committee is charged with making an annual recommendation for personal member dues rates to the Board. To determine its recommendation, the Budget & Finance Committee will consider the association's budget for the coming year and the HEPI in addition to the association's overall priorities and resources. Preliminary HEPI forecasts are now issued in April, June, and August, so the FY21 personal dues increase is based on the 2019 HEPI report which was released in December 2019. Going forward, the HEPI will now be announced only in December so there will be a one-year lag in applying the rate to the future dues considerations. The Budget & Finance Committee will consider the FY21 student dues rate in a separate motion.

Process for setting personal member dues rates:

- The Budget & Finance Committee vote at MW20 to determine its recommendation to the Board for the personal member dues rate for the coming year (FY21).
- The Chair of the Budget & Finance Committee will present the committee's recommendation item to the Board of Directors at its Midwinter Board meeting for consideration.
- The dues rate change (if any is approved) will begin September 1, 2020, which is the first day of FY21.

If Budget & Finance wants to recommend a dues increase, here is a draft motion:

Motion:

That the Budget & Finance Committee recommend to the ACRL Board of Directors raising ACRL regular personal membership dues by two dollars (\$2.00) and retired membership rates by one dollar (\$1.00) as permitted by the 2019 HEPI. The FY19 HEPI reported a 2.4% increase. This increase permits increasing the ACRL personal dues rates for FY21 to:

1. Personal members: \$70
2. Retired members: \$45

Actions needed:

- Budget & Finance Committee discussion of possible dues rates based on 2019 HEPI. Budget & Finance Committee vote on its recommendation to the Board.

Calculation of allowable FY21 dues increase:

- The FY19 HEPI reported a 2.4% increase. 2.4% of ACRL's current personal dues rate of \$70 is \$2.00. Similarly, 2.4% of ACRL's current retired member dues rate of \$44 is \$1.00. Rounded to the nearest dollar the largest increase possible in FY21 for the regular personal member category is \$2.00 and \$1.00 for the retired member category.

Note: Six of ALA's eleven divisions (ACRL, ALCTS, LITA, PLA, RUSA, YALSA) have personal dues for regular members ranging from \$60-\$77. The other five divisions (AASL, ALSC, ASGCLA, LLAMA, and United for Libraries) have regular member dues of \$50-\$56. Eight divisions (including ACRL, AASL, ALCTS, ALSC, ASGCLA, PLA, RUSA, and YALSA) have retired member dues ranging from \$21-\$56. Three divisions (LLAMA, LITA, and United for Libraries) do not have a retired member dues category.

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

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☒ **Enabling Programs and Services**

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

FISCAL AND STAFFING IMPACT:

See attached documents.

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

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

Implementing ACRL's Core Commitment to Equity, Diversity and Inclusion (EDI)

In October 2018, the Board approved a revised [strategic plan](#) to include a Core Commitment to Equity, Diversity and Inclusion.

- **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.

This report lists activities undertaken by ACRL and its members since the core commitment was added to the strategic plan through December 2019.

Unit Activities

- In September 2019, a Call for Volunteers was posted for a joint ACRL/ARL/ODLOS/PLA Task Force to create a framework, *Building Cultural Proficiencies for Racial Equity*, for public and academic librarians. It is anticipated that the project will be completed in a nine-month period, from October 2019 until June of 2020. More than 80 individuals volunteered.
- ACRL published an [EDI LibGuide](#), which includes ACRL's accomplishments for its Core Commitment, including an EDI bibliography of ACRL articles and non-serial publications, EDI calendar, and online learning. This new LibGuide was promoted on ACRL Insider and marketing channels on June 21, 2019.

Scholarships & Funding

- ACRL 2021 Scholarship applications and RBMS Conference Scholarship application criteria have been widened to include non-members as eligible to apply for scholarship.
- ACRL awarded \$12,000 in Immersion scholarships to support the participation of six academic and research librarians from under-represented backgrounds or working at under-represented institutions to attend the 2019 Immersion Program.
- Of the \$124,210 in ACRL 2019 Conference scholarships awarded, \$ \$56,688 supported the participation of 78 academic librarians, support staff, and students who self-identified as being from under-represented backgrounds or working at institutions serving under-represented groups.
- ACRL awarded \$16,555 to 20 RBMS 2019 Conference scholarship recipients to support the participation of 13 academic librarians and students from under-represented backgrounds or working at under-represented institutions.
- ACRL provided \$7,000 to support one ALA Spectrum Scholar in FY19.
- At Midwinter 2019, the Board approved \$7,000 disbursement to fund an additional Spectrum Scholar from the ACRL Friends Advancement Fund in FY20.

- ACRL provided \$6,500 in matching funds to support the Giving Tuesday fundraising efforts of the Office for Diversity, Literacy, and Outreach Services. (The funds were matched by donors by December 31, 2018).

Professional Development

- ACRL invited ACRL Presidential Forum speaker, Terry Ross, Assistant Dean of Diversity, Equity, and Inclusion, University of Washington College of the Environment, to present at the ACRL Leadership Council during the 2019 ALA Midwinter Meeting.
- ACRL staff arranged EDI sessions for ACRL institute and roadshow presenters and the general membership including:
 - Jody Gray, Director, ALA Office of Diversity, Literacy, and Outreach Services (ODLOS) led “ACRL Presenter Training 3: Uncovering Privilege” at the ACRL 2019 Conference for ACRL RoadShow presenter teams, the ACRL Immersion team, and the members of ACRL’s EDI and goal area committees.
 - Jody Gray, Director, and Kristin Lahurd, Assistant Director for Continuing Education, ALA Office of Diversity, Literacy, and Outreach Services (ODLOS) led two webinar training sessions for RoadShow presenters and the ACRL Immersion team: “ACRL Presenter Training 1: Cultural Competence” and “ACRL Presenter Training 2: Implicit Bias.”
 - ODLOS Director Jody Gray held two ally trainings, “Advocating for Social Justice: The Role of the Ally,” which was made available for all registrants for the ACRL 2019 Conference.
- The ACRL Diversity Alliance held an ACRL 2019 Preconference, “Taking Charge of Your Narrative.” The Preconference attendees heard from nationally recognized speakers on developing a leadership narrative. In addition, participants worked through a career planning tool to develop a road map.
- The theme of ACRL’s 2019 Conference, “Recasting the Narrative,” directly supports the core commitment, and offers three keynote sessions, several invited papers, chair’s choice, and many breakout sessions and posters related to EDI.
- The ACRL 2019 Conference offered numerous sessions on EDI; 9 sessions are listed here: “Belonging, Intentionality, and Study Space for Minoritized and Privileged Students;” “Challenging the ‘Good Fit’ Narrative: Creating Inclusive Recruitment Practices in Academic Libraries;” “Diversity, Equity, and Inclusion: A Conceptual Framework for Instruction;” “Expanding the Narrative of Intercultural Competence: A Study of Library Faculty and Staff;” “How Do We Help? Academic Libraries and Students with Autism Spectrum Disorder;” “Narratives of (Dis) Engagement: Exploring Black/African-American Undergraduate Students’ Experiences with Libraries;” “Quantifying the #metoo Narrative: Incidence and Prevalence of Sexual Harassment in Academic Libraries;” “Recasting an Inclusive Narrative: Exploring Intersectional Theory;” “Sexual Harassment in the Library: Understanding Experiences and Taking Action.”
- The ACRL 2019 Conference included its first land acknowledgment at its opening keynote and also provided a set of resources on the Conference website. <https://conference.acrl.org/land-acknowledgement-resources/>
- Anne Phibbs, a diversity consultant working with ALA, provided training at the Leadership Council at the 2019 ALA Annual Conference on micro-aggressions, implicit bias, and how to be an ally.

- ACRL cosponsored with Ohio State University and ARL the IDEAL '19: Advancing Inclusion, Diversity, Equity, and Accessibility in Libraries & Archives to be held August 6–7, 2019, in Columbus, Ohio. This sold out conference attracted more than 600 attendees and was very well received.
- On Jan. 31, 2019, ACRL e-learning is presenting the webcast "Be Proactive: Overcoming Biases and Microaggressions in the Workplace," <http://www.ala.org/acrl/onlinelearning/overcomingbiases>, based on the presenters' two-part series in *C&RL News*, "Minimizing and addressing microaggressions in the workplace," <https://crln.acrl.org/index.php/crlnews/article/view/17370> and <https://crln.acrl.org/index.php/crlnews/article/view/17431/19237>.
- The Call for Proposals for the ACRL 2021 Conference was reviewed and revised to be more inclusive. New to this cycle was an equity statement and participation limits. Individuals can present a maximum of two times during the ACRL Conference to allow a larger number of unique presenters.

Presidential Initiatives & Board

- EDI Discussion Series ([full series](#), [introduction](#)): a series of EDI blog posts on ACRL Insider to accompany 2018-2019 President Lauren Pressley's president's program.
- ACRL hosted its Presidential Forum, [Climbing the Stairs to Diversity & Inclusion Success](#), at the 2019 Midwinter Meeting, featuring Terryl Ross, Assistant Dean of Diversity, Equity, and Inclusion, University of Washington College of the Environment.
- The President's Program, "[Equity, Diversity, Inclusion... and Leadership: Where Do We Go From Here?](#)", was held at the ALA Annual 2019. Dr. Angela Spranger, author of *Why People Stay: Helping Your Employees Feel Seen, Safe, and Valued* addressed contemporary issues around diversity, leadership, and inclusiveness throughout the employment lifecycle.
- The Board contracted with DeEtta Jones & Associates to provide training to the Board and goal area committee leaders and facilitate a portion of the ACRL Board Strategic Planning & Orientation Session (SPOS) in 2019. ACRL leaders completed a series of webinars and with the consultants focused on how ACRL could incorporate EDI into its strategic plan. The Board also invited the leaders of the then Diversity Committee to SPOS.
- For the 2020 SPOS, the Board contracted with Kaleel Jamison Consulting Group(KJCG) to facilitate a day of work on inclusion and how to infuse it into ACRL's strategies.

Publications

- The ACRL Information Literacy Framework and Standards Committee has revised the tip sheet and checklist for groups developing companion documents to include a recommendation to incorporate EDI as a key component in the development of information literacy documents in the disciplines.
- A list of ACRL serial and non-serial publications with a focus on EDI can be found on the [ACRL EDI LibGuide](#).

Mentorships & Residencies

- The ACRL Diversity Alliance sent out renewals to its members and there are currently 27 members for 2020. Additional reminder notices are being sent.

- This fall, the Dr. E. J. Josey Spectrum Scholar Mentor Program Committee paired 17 ALA Spectrum Scholars interested in pursuing academic librarianship with a mentor from an academic library and also completed a brief early assessment of the cohort paired in the spring of 2018. A free mentoring tips webinar was offered exclusively for the mentors in this program by cross-cultural mentoring trainer Alanna Aiko Moore, Librarian for Ethnic Studies, Critical Gender Studies, and Sociology at UC San Diego Library and herself a 2003 ALA Spectrum Scholar.
- The Dr. E. J. Josey Spectrum Scholar Mentor Program Committee selected the recipients of the six Spectrum Scholar Travel Grants for the ACRL 2019 Conference.

Appointments & Member Support

- The process for appointments was made more inclusive and transparent. The Appointments Board Working Group made recommendations and updated materials to complete the following for last year's and the current year's cycles:
 - Appointments marketing was updated to include more welcoming language on the ACRL volunteer form, [webpage](#), and social media.
 - The decline letter that is sent to non-appointed volunteers was reviewed and edited to expand on opportunities for engagement.
 - Members who volunteered for a committee or section appointment had the option to answer several demographics questions.
 - Following the completion of the appointments process, ACRL compiled demographics data and Karen Munro shared a summary report on ACRL Insider and marketing channels on August 8, 2019.
 - ACRL will continue to include these optional demographics questions, so ACRL can better understand and work to make the appointments process more inclusive.
- Membership group leaders will receive additional EDI updates during their annual online orientation that will take place in May 2019. Leaders will learn about ACRL's Core Commitment to EDI, appointments inclusivity, the Diversity Alliance, and other EDI initiatives.
- At Midwinter 2019, the Board made the following membership group updates:
 - Revised the charge for the Budget & Finance Committee to align their charge with ACRL's Core Commitment to equity, diversity, and inclusion.
 - Renamed the Diversity Committee to the Equity, Diversity and Inclusion Committee, and approved the addition of the past-chair position in the committee's composition rules.
 - Extended the Diversity Alliance Task Force's terms through June 30, 2020.
- ACRL recruited seven new Immersion Program Facilitators with an emphasis on hiring individuals who have a wide range of knowledge and diverse lived experiences, inside and outside of libraries.

Committee & Sections

Equity, Diversity and Inclusion Committee

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

- At Annual 2019, the committee led a program, "[The Sense of the Self: How Identity Informs Academic Librarianship](#)." This session examined diversity and inclusion in librarianship as seen

through an autoethnographic lens. It brought together library professionals across a range of roles and areas—such as those within public services, technical services, and administration—who have engaged in meaningful self-reflections of their experiences and personal identities and how these have directly informed their daily work.

- Joint ACRL/ODLOS Annual Conference 2020 meetup planned to facilitate conversations about EDI activities across ALA units.

New Roles and Changing Landscapes Committee (NRCL)

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

- Diversity Pipeline project: planning underway. NRCL is working to form project teams to address how ACRL can help institutions be more diverse, equitable, and inclusive. The Committee has identified six areas where efforts can be made to help recruit people to and retain them in the academic library workforce and will begin developing ideas and plans for each area: Pre-MLS, MLS, Non-MLS, First Job, Retention, and Advancement.

Research and Scholarly Environment Committee (ReSEC)

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

- Created criteria for new [Scholarly Communications Research Grants](#) to emphasize research that demonstrates library contributions to institutional EDI goals.
 - Criteria – Alignment with objectives: How well does the proposed project align with the priority areas suggested in the Open and Equitable Scholarly Communications report? How well does it align with the Research and Scholarly Environment goals and objectives and ACRL's Core Commitment to creating diverse and inclusive communities as stated in ACRL's strategic plan? If this research takes a critical perspective, does the proposal explain how it will further debate in the field and deepen our understanding?
- The research agenda, "[Open and Equitable Scholarly Communications: Creating a More Inclusive Future](#)," is grounded in equity and inclusion and all the work ReSEC has done related to it has carried forward that framing.
- Charged the Emerging Leaders project team to design for institutions not typically represented in the scholarly communication research landscape.

Student Learning and Information Literacy Committee (SLILC)

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

- Plans SLILC conference programming and coordinates with other ACRL entities that provide professional development to build partnerships that infuse SLILC's goal into their work.
 - Work with the Framework Roadshow to integrate EDI content into curriculum or consider feasibility of creating new Roadshow for inclusive teaching practices.
 - Internal Partners: Create a list potential partners within ACRL (e.g. LIRRT, RUSA, Chapters & Councils, Equity and Diversity Inclusion Committee, Diversity Standards, etc.).

- External Partners: Create a list of leaders, organizations, societies, etc. outside of libraries with expertise in inclusive, anti-racist pedagogy for potential professional development collaborations.
- Develop an OER Toolkit to support academic librarians as they advance equitable and inclusive pedagogical practices and environments that support student learning. The Team works to enable academic librarians to transform their teaching to be more inclusive and equitable by investigating, engaging with, and leveraging the open pedagogy landscape.
- Facilitate and produce publications that advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

Value of Academic Libraries Committee (VAL)

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

- Updated criteria for [VAL travel scholarships](#) for presenting work to the broader, higher education community.
 - New in 2019-2020 Criteria: Proposals can be about any of ACRL's four strategic goal areas and objectives or the Core Commitment to creating diverse and inclusive communities, as articulated in the ACRL Plan for Excellence.
- Updated criteria for [Academic Library Impact Research Grants](#).
 - New in 2018-2019 Criteria: Alignment with objectives: How well does the proposed project align with the priority areas suggested in the *Academic Library Impact* Report? How well does it align with the Value of Academic Library goals and objectives as stated in ACRL's [strategic plan](#)? If this research takes a critical perspective, does the proposal explain how it will further debate in the field and deepen our understanding? If this research addresses issues related to equity, diversity, and inclusion, does it align with ACRL's Core Commitment as stated in the [strategic plan](#)?
- In 2019-2020, VAL will identify and develop resources to empower librarians to conduct Value-based advocacy efforts, particularly those that showcase libraries' efforts to promote equity, diversity, and inclusion at their institutions. Resources will be shared through blog posts and webinars.

Sections

- The Instruction Section's (IS) [Diversity & Inclusion Task Force](#) has produced a survey to identify needed diversity & inclusion resources related to information literacy and instruction, and gather recommendations for the future of the Instruction Section regarding supporting diversity and inclusion within instruction programs, as well as making the Instruction Section more inclusive and diverse.

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*
ACRL Closing Net Asset Balance	\$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
Transfers from Net Asset Balance to LTI	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000
ACRL LTI Principal	\$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
ACRL Award Endowments ***	\$178,690	\$170,558	\$155,158	\$164,911	\$177,297	\$185,009	\$198,287	\$233,587	\$224,150	\$234,904	\$255,527
Sum of LTI Principle & Award Endowments	\$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
Rate of Return**						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

ACRL MW20 Doc 26.0
(Also ACRL MW20 Joint Board/B&F Doc E)

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
ACRL	\$548,562	-\$295,404	-\$360,851	\$4,389,385	\$250K	\$4,687,947
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
TOTAL	-\$594,267	-\$1,987,109	\$716,707	\$15,103,236	\$412K	\$14,096,969

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.

ACRL MW20 Doc 26.0
(Also ACRL MW20 Joint Board/B&F Doc E)

(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: 4th 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)
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)

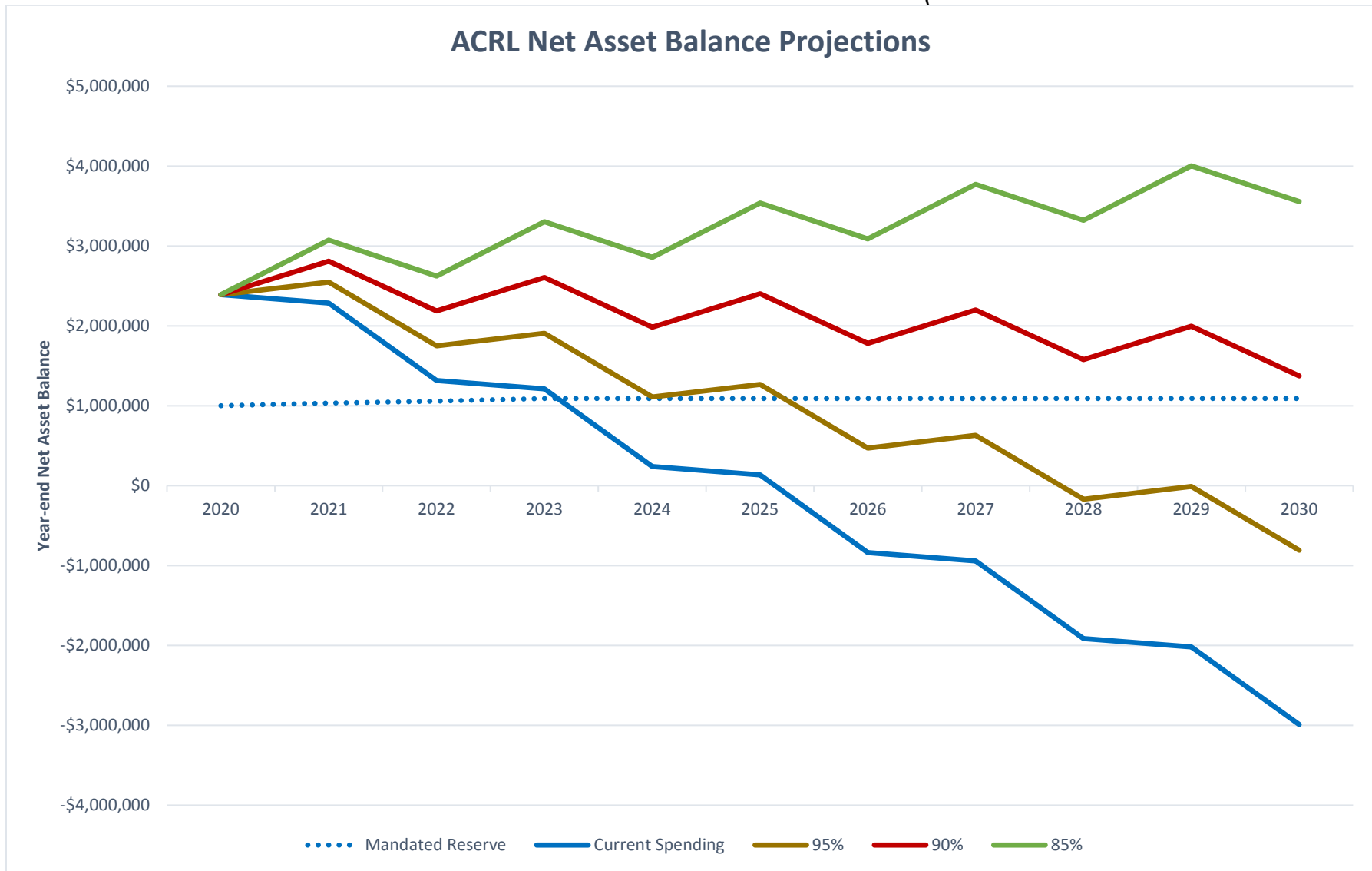
Average of FY17 (\$4,820,438) +			
FY 15 (\$4,604,875) total expenditures	=	\$4,712,656	
	÷	2	(to get six months / one half of year)
Net asset balance should be		\$2,356,328	

Proposal 3 (high risk):

Maintain a balance of **four months** reserve based on **total revenues** from the past two conference years (average of 2)

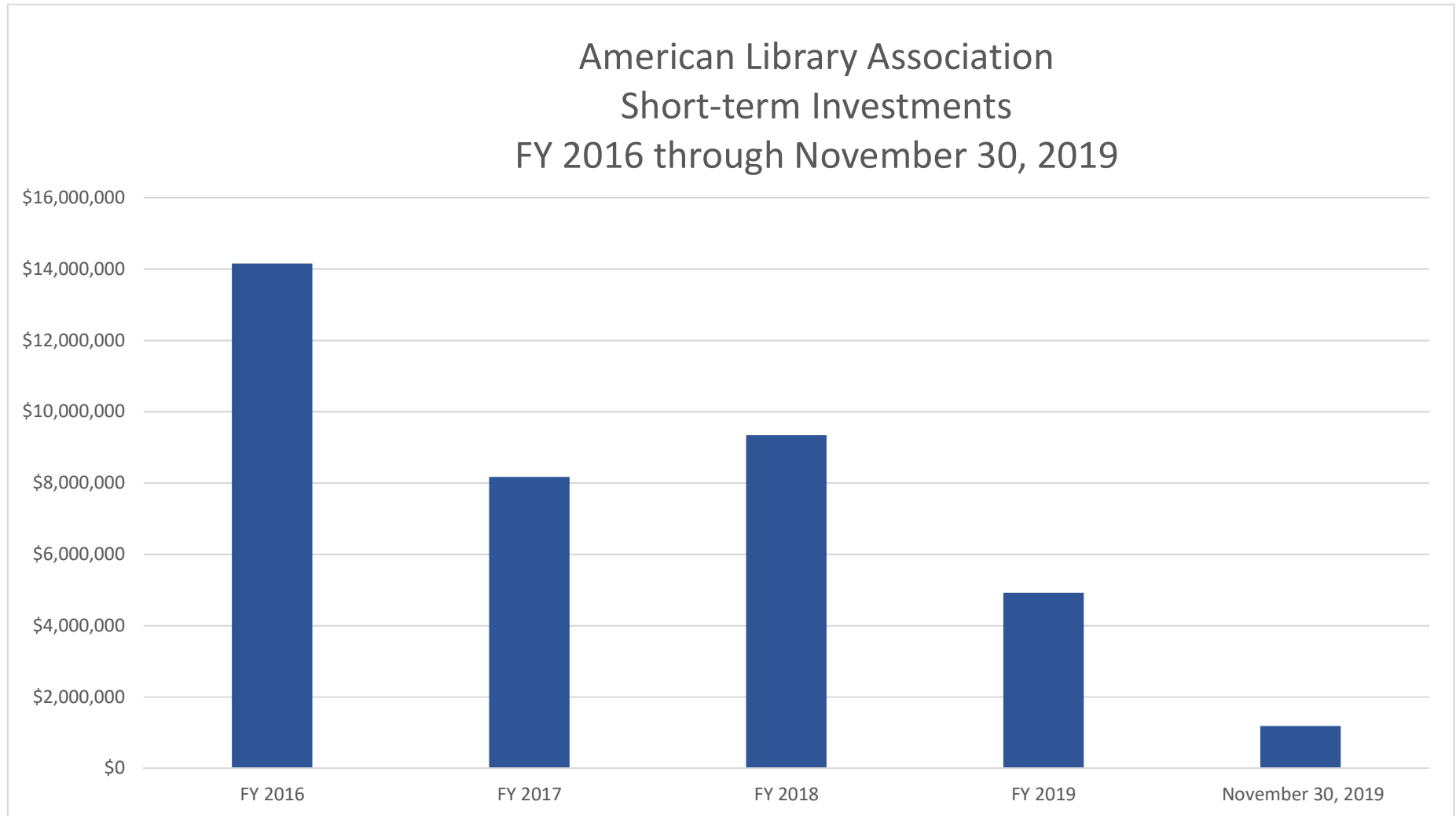
Average of FY17 (\$5,368,999) +			
FY 15 (\$5,282,284) total revenues	=	\$5,325,641	
	÷	3	(to get four months / one third of year)
Net asset balance should be		\$1,775,213	

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The above chart shows ACRL's projected net asset balance for scenarios including spending at FY19 levels in odd years and FY20 budgeted levels in even years. The chart demonstrates the effect of reducing spending by 5%, 10%, and 15% of those spending levels. Projected revenue for even/odd years was based on an average of the last four even/odd years of actual revenue. The mandated reserve ACRL has set (25% of the average of the last four year's expenses) shows the mandated reserve level for FY20.

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Project Outcome for Academic Libraries

Report for the ACRL Board of Directors

Friday, Jan. 24, 2020

Contents:

- I. Background
- II. Usage Summary
- III. Workshops and Presentations
- IV. On-Going and Future Developments

I. Background

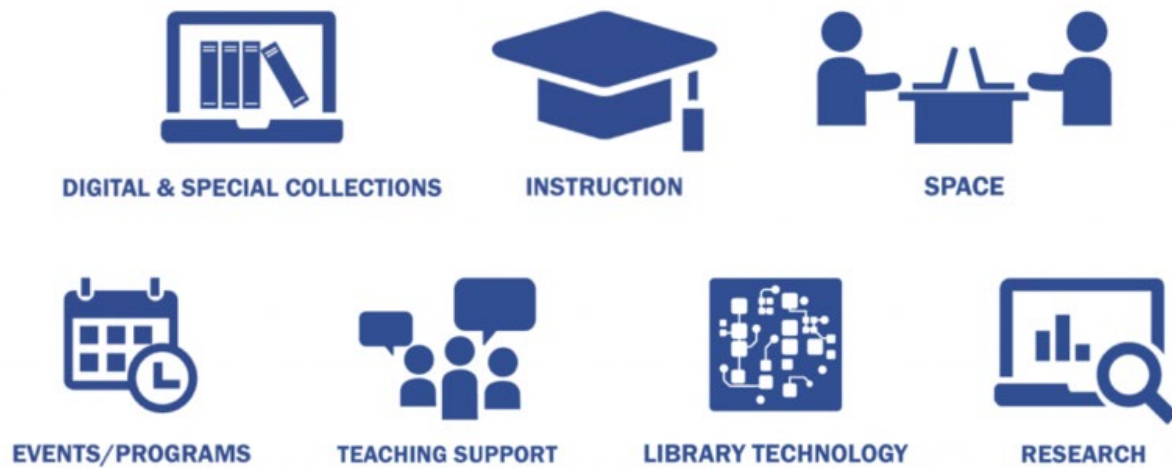
[Project Outcome for Academic Libraries](#) is a free online toolkit designed to help libraries understand and share the impact of essential library programs and services. It provides standardized surveys, an easy-to-use process for measuring and analyzing outcomes, and the resources libraries need to apply their results to effect change in their institutions and beyond.

The toolkit includes both immediate surveys, designed to be distributed immediately after a program or service is completed to understand its impact, and follow-up surveys, for use 4-8 weeks after a program or service is completed to help libraries understand if patrons have changed their behavior or continued to benefit as a result of the program or service.

Project Outcome helps libraries measure their patron outcomes, which are one piece of the assessment puzzle. Measuring outcomes helps libraries understand the specific benefits that result from their services or programs. Outcomes can be quantitative or qualitative, and are often expressed as changes that individuals perceive in themselves. They answer the question: “*What good did we do?*”



The Project Outcome for Academic Libraries surveys helps libraries measure outcomes and assess their impact in seven key service areas:



The toolkit includes:

- *Resources*: Project Outcome provides registered users with a variety of training resources, including outcome measurement guidelines, best practices, case studies, and more.
- *Survey Management*: Libraries can create and customize their surveys, enter and track survey responses, and download their raw data all in one place.
- *Reports*: Ready-made and customizable reports make it easy for libraries to quickly share their results and advocate for their programs and services.
- *Data Dashboard*: Interactive data dashboards help libraries easily visualize and analyze their results. Academic libraries can see how their results compare across their institution, Carnegie Class, and nationwide.

II. Usage Summary (April to December 2019)

As of December 31, 2019, Project Outcome for Academic Libraries had 2456 registered users at 975 institutions in 35 countries. Of these, 388 academic libraries have created surveys and collected 25,596 survey responses.

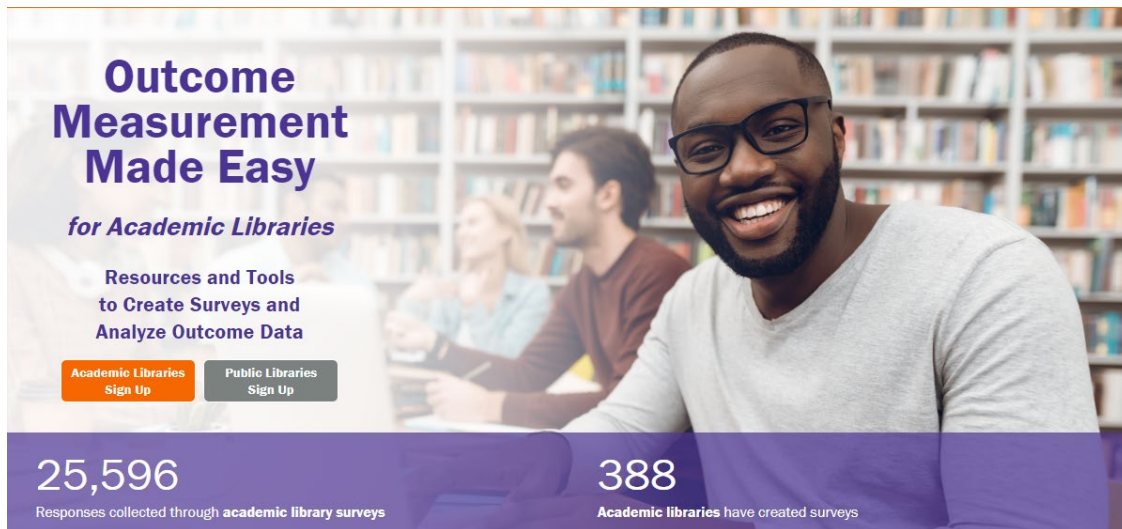


Figure 1: Project Outcome for Academic Libraries homepage (12/31/2019)

The majority of registered users are in the United States: 1792 users at 891 institutions in all 50 states, Washington DC and Puerto Rico. Users in 47 states and DC have created surveys. Internationally, users in Canada, China, Italy, Japan, Spain, and Sweden have created surveys and collected responses.

As of December 31, 2019, users in the US had created 1,652 separate surveys and collected 25,256 responses. The maps below show the American institutions that have collected responses to the immediate surveys. Unless otherwise stated, all data and figures following apply to US institutions only.

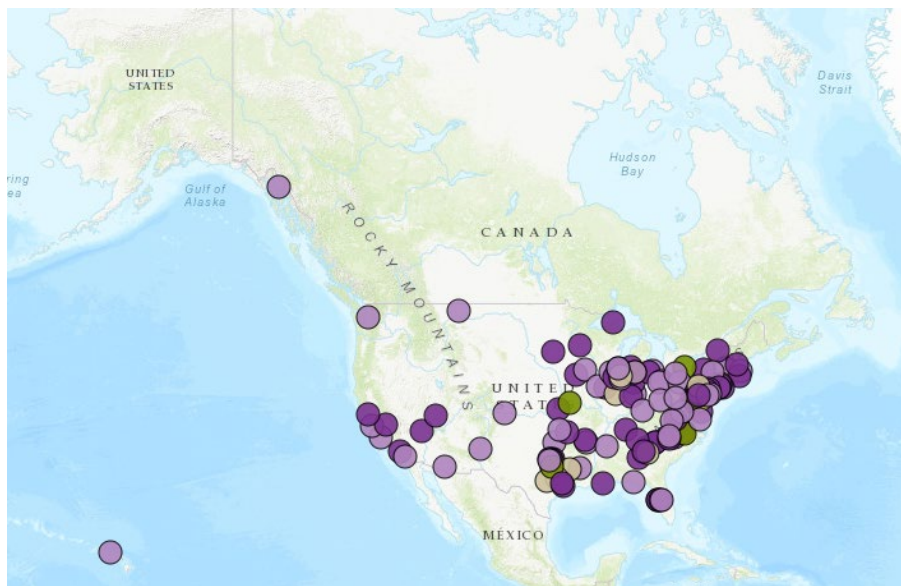


Figure 2: Map of immediate survey responses from US institutions

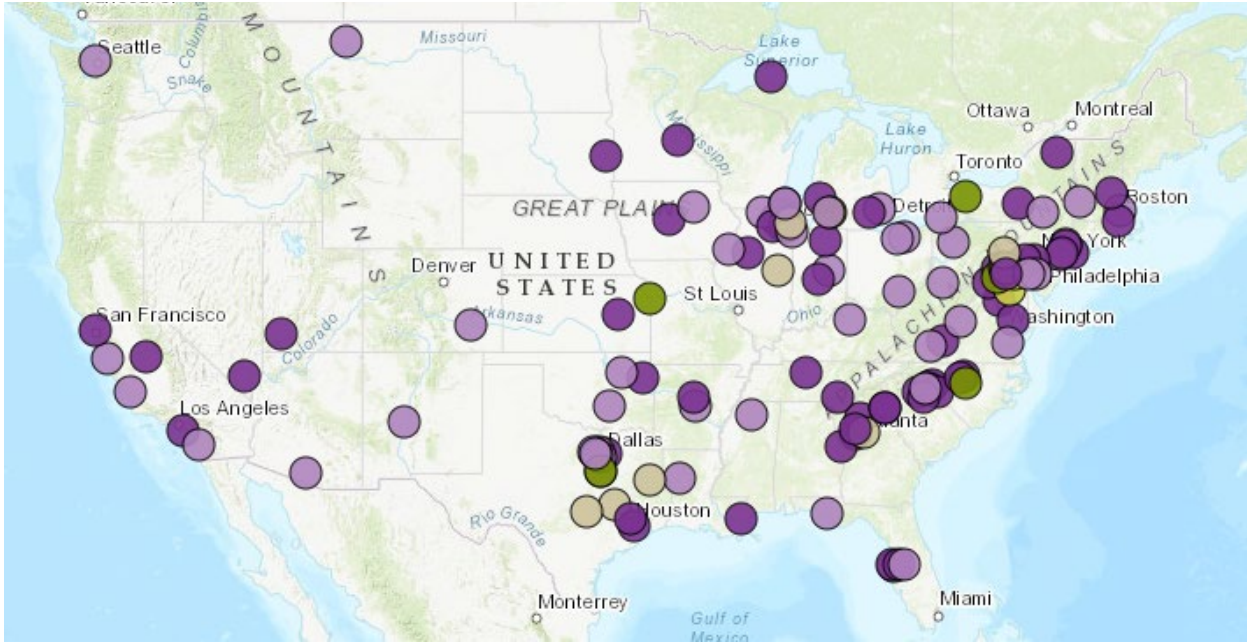


Figure 3: Map (continental US only)

Both the surveys and responses are distributed across the spectrum of institutions by Carnegie classification, as illustrated in figure 4 below. Community colleges and 2-year institutions account for 22% of responses, 4-year institutions for 19.3%, master's-granting colleges for 28.5%, and doctoral-granting universities for 30.1%.

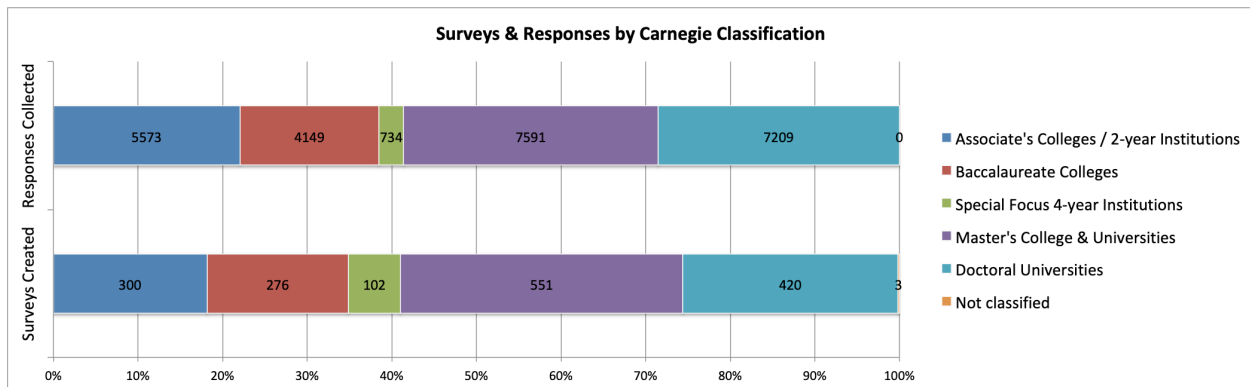


Figure 4: Carnegie Classification

Survey Topics

Project Outcome has two survey types: immediate surveys and follow-up surveys. The former are more popular, accounting for 86% of all surveys created and 94% of the responses collected.

The immediate surveys are six questions long and include four Likert-scale quantitative questions and two open-ended qualitative questions. The quantitative questions align with the four learning outcomes with responses on a scale from “strongly disagree” (1) to “strongly agree” (5). The immediate surveys are designed to be distributed immediately after a program or service is completed and aim to help libraries better understand the immediate impact a program or service has on patrons and their intention to change behavior as a result. They are useful for informing program or service changes and providing a "snapshot" for advocacy and reporting.

The follow-up surveys are five questions long and follow a yes/no format with an open-ended “please explain” field for each question. The follow-up surveys are designed to be used some time after completion of a program or service and aim to help libraries better understand if patrons have changed their behavior or continued to benefit as a result of that program or service. The follow-up surveys are ideal for assessing the impact of a program or service after some time, informing internal planning, measuring progress toward strategic goals, and providing evidence for advocacy.

All surveys can be previewed in the [resources](#) (login required). The immediate and follow-up instruction surveys are shown in the table below as an example.

Survey topic: Instruction		
Outcome	Immediate survey	Follow-up survey
Knowledge	I learned something new that will help me succeed in my classes.	I did better in my class(es).
Confidence	I feel more confident about completing my assignment(s).	
Application	I intend to apply what I just learned.	I used what I learned to complete my assignment(s).
Awareness	I am more aware of the library's resources and services.	I used other library resources or services.
Open-ended	What did you like most about this session?	What did you find most helpful from this session?
Open-ended	What e/se could the library do to help you succeed in your classes?	What could the library do to help you learn more?

The screenshots from the data dashboards below show the aggregate scores by survey topic and outcome for the immediate surveys (figure 5) and follow-up surveys (figure 6) in the US. Detailed results for each topic follow. While the scores can be broken down by Carnegie class, the differences are relatively minor, and until all survey topics have more data such a breakdown is not particularly useful.

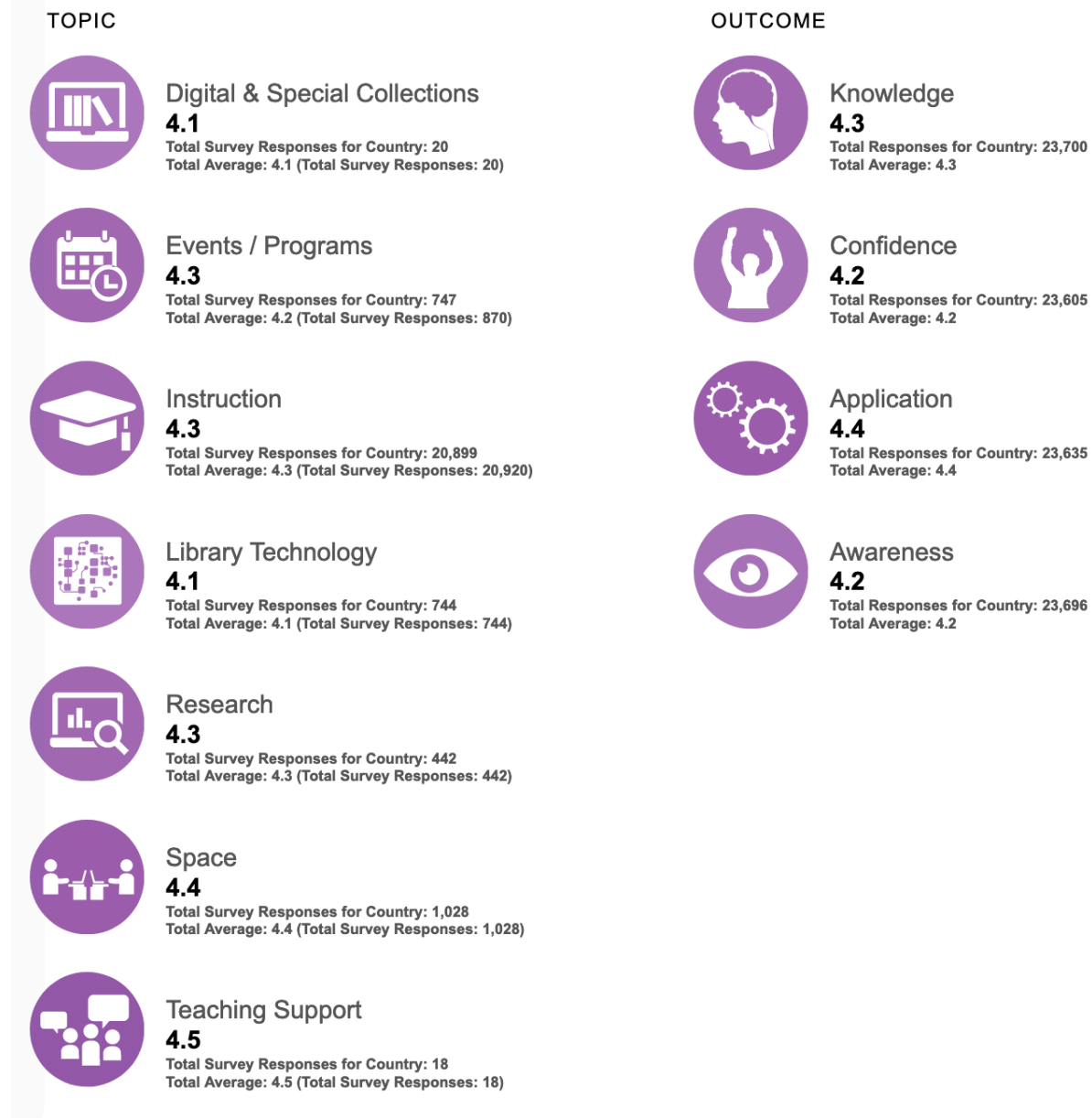


Figure 5: Immediate surveys aggregate scores (US). For each survey topic, aggregate scores reflect the average across all quantitative survey questions. For each outcome, aggregate scores are averaged across all topics.

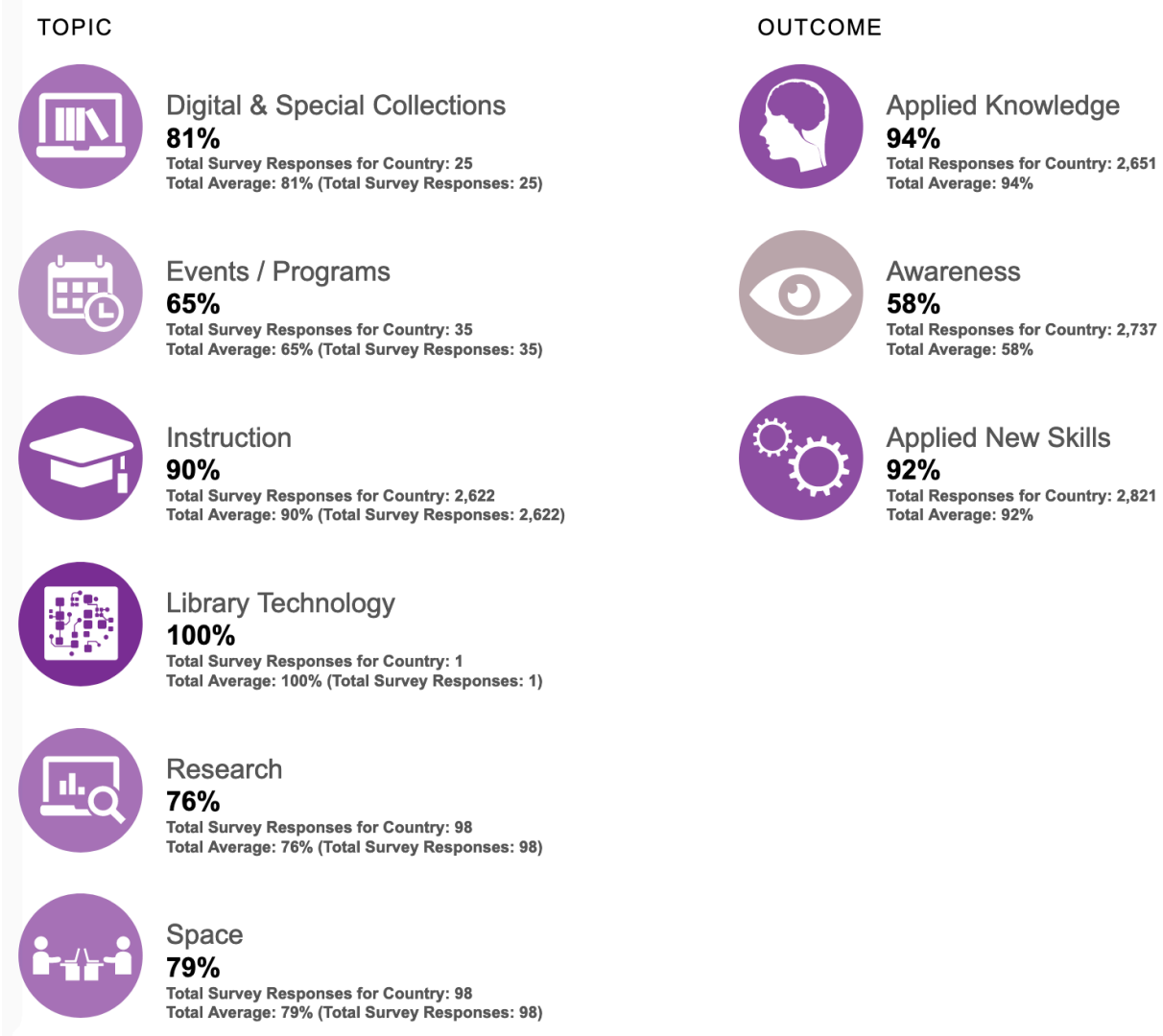
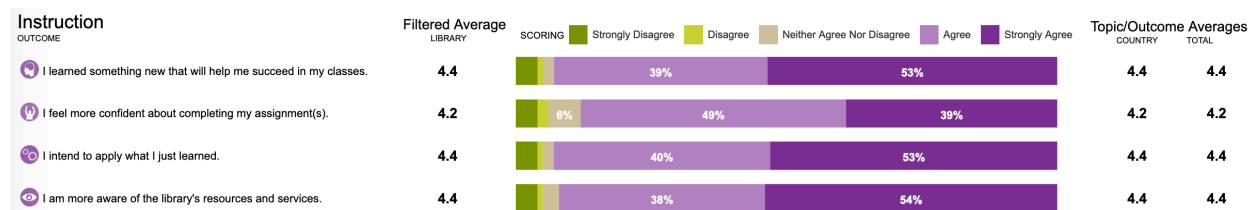


Figure 6: Follow-up surveys aggregate scores (US). The percentages reflect the number of respondents who answered “yes”.

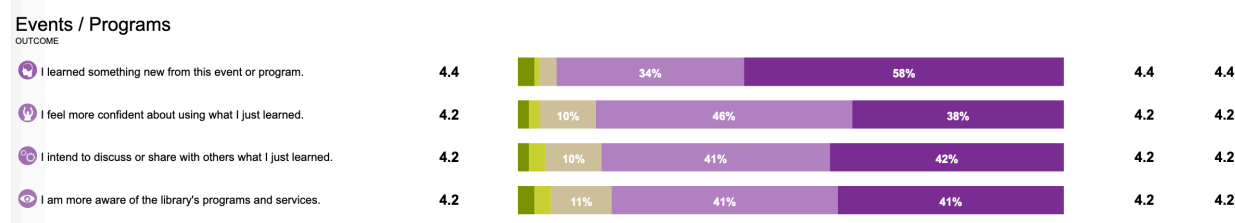
Of the seven survey topics, **instruction** is by far the most popular, accounting for 87% of response data collected. This is consistent with the field-testing results from the development phase and it is unsurprising, given that instruction is a primary way in which libraries directly interact with students. Libraries do well in this area, with an average score of 4.3 out of 5 on the Likert-scale for the immediate surveys (for 20,899 responses). For the follow-up surveys, 90% of patrons reported positive outcomes (2,622 responses).

Based on program and survey names provided, the instruction survey is primarily used for orientation and first-year experience programs, information literacy programs, skills-based workshops (e.g. using reference management tools), and instruction in particular

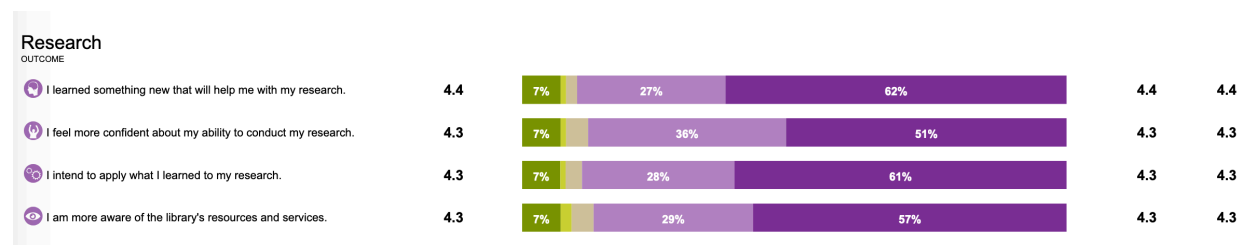
classes (e.g. English 101) across a wide range of course levels and disciplines. It is used for both in-person classroom instruction and asynchronous online instruction.



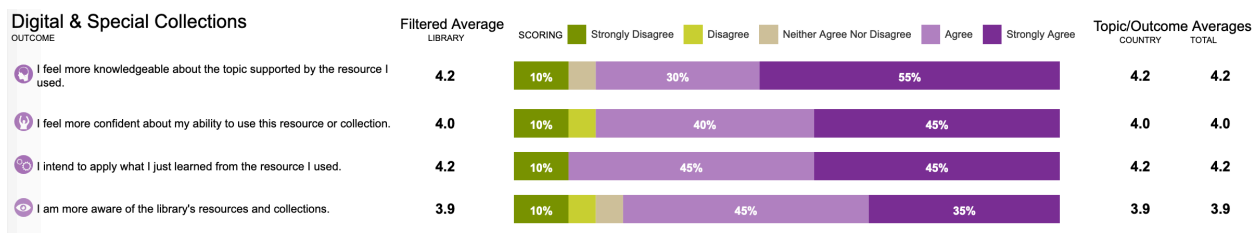
The **Events / Programs** survey is being used for a wide variety of library programming – both fun and educational – including workshops, film nights, book discussions, and exhibits. 747 responses have been collected for the immediate surveys and 35 for the follow-ups.



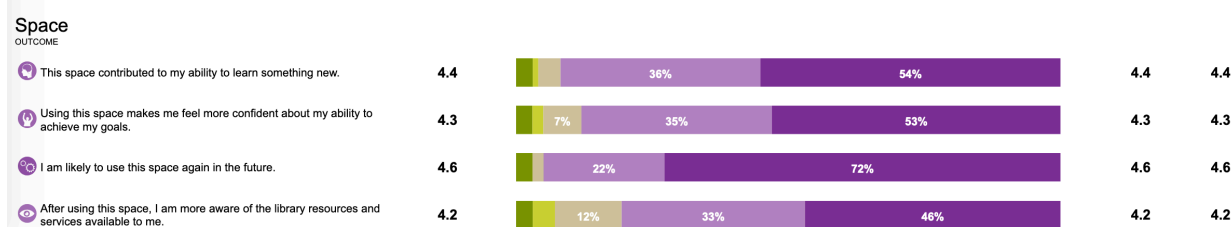
The **Research** survey is being used primarily for one-on-one research / reference consultations or appointments, as well as for research-related instruction. 442 responses have been collected for the immediate surveys and 98 for the follow-ups.



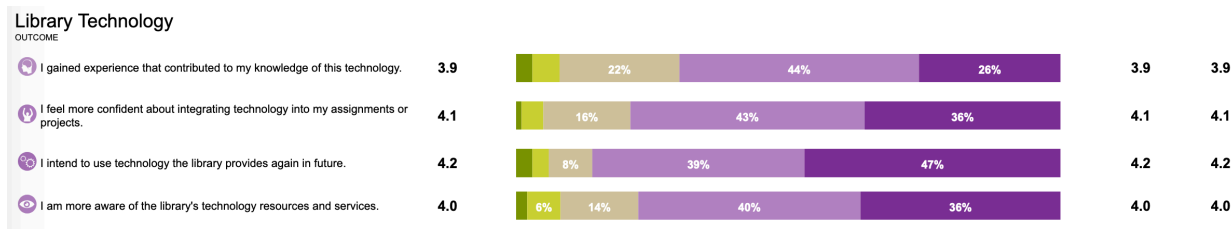
The **Digital & Special Collections** survey is being used for collection assessment and development, instruction, and to evaluate particular collections and databases. 20 responses have been collected for the immediate surveys and 25 for the follow-ups.



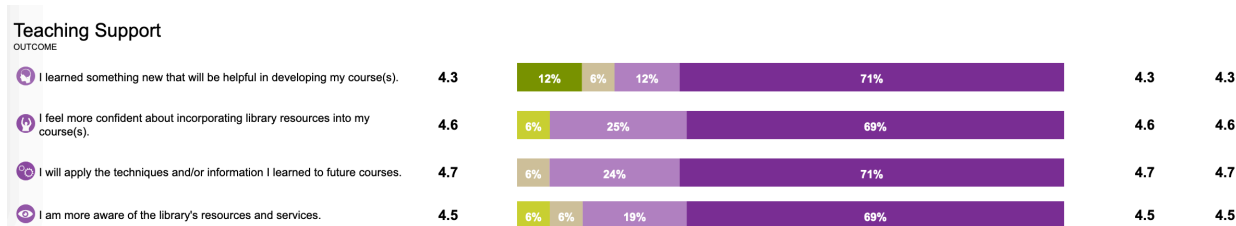
The types of spaces being assessed using the **Space** survey include study rooms, conference rooms, common areas, and after-hours access. 1,028 responses have been collected for the immediate surveys and 98 for the follow-ups.



Three doctoral-granting institutions account for about 90% of the responses to the **Library Technology** survey at this point. It is being used to assess equipment checkouts and shared technology stations in the library. 744 responses have been collected for the immediate surveys and only 1 follow-up.



The **Teaching Support** survey is intended for any programs and services libraries provide to assist faculty and instructors in their teaching or curriculum development. It is currently being used for programs on OER and information literacy. 18 immediate survey responses have been collected.



In addition to the standard outcome-based questions for each survey, libraries can add up to three custom questions, choosing from a pre-populated list of questions or writing their own. The editorial board will be evaluating the questions that users write to decide whether they should be added to the pre-populated list.

III. Workshops and Presentations (April to December 2019)

Between the launch of Project Outcome for Academic Libraries in April 2019 and the end of December, staff and task force members delivered 46 presentations, workshops, and webinars that reached approximately 1630 people in person or live online. The webinar recordings have been viewed an additional 840 times. Geographically, we reached audiences in 21 states (including DC), and at 4 international conferences.

Format	Number	Audience #	Survey responses	Response rate
Half-day workshop	22	574	457	79.6%
One-hour presentation	14	513	300	58.5%
Two-hour workshop	2	46	22	47.8%
Webinar	4	183	70	38.3%
Total	42*	1316	849	64.5%**

*Not included are four conference presentations where we did not administer unique surveys.

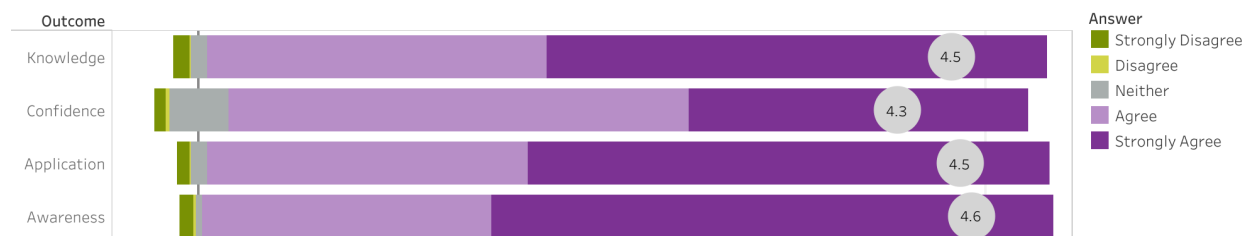
**Overall response rates are much higher for in-person events where the surveys were distributed on paper.

Participants were surveyed to gather feedback on their learning outcomes and what additional improvements could be made to the toolkit and its resources. The participant surveys follow the Project Outcome model, with four Likert-scale questions that align with key learning outcomes (knowledge, confidence, application, and awareness) and two open-ended questions:

1. I learned something new that I can apply to my work.
2. I feel more confident using Project Outcome in my library.
3. I intend to share what I learned with my colleagues.
4. I am more aware of the tools and resources available through Project Outcome.
5. What did you like most about this session?
6. What else could ACRL do to better assist you with measuring outcomes in your library?

Overall, 95.5% of participants either agreed or strongly agreed that they learned something they can apply to their work, 89.5% felt more confident about their ability to use Project Outcome, 96% intended to share what they learned with colleagues, and 97.1% were more aware about the tools and resources available from Project Outcome after the session.

Figure 7: Participant-Reported Outcomes



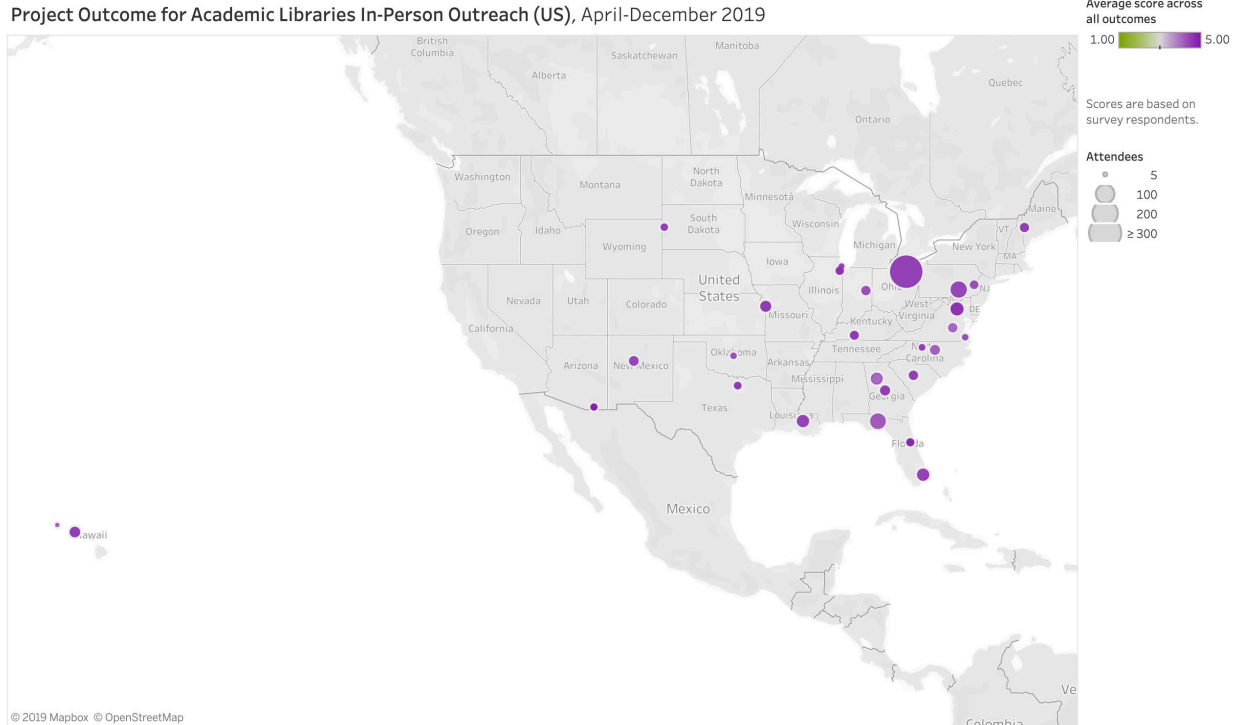
The outcomes varied somewhat by delivery format:

Outcome averages	Knowledge	Confidence	Application	Awareness	Responses
Half-day	4.47	4.26	4.47	4.59	457
One-hour	4.54	4.15	4.64	4.58	300
Two-hour	4.00	3.91	4.09	4.18	22
Webinar	4.31	3.89	4.33	4.39	70
Total	4.47	4.18	4.51	4.56	849

While overall outcomes for the one-hour presentation and half-day workshop are broadly similar, a key difference is in the confidence outcome. The half-day workshop participants report a higher confidence in their ability to use Project Outcome upon completing the workshop, which is likely a factor of the activities intended to help them think through the implementation process. This is significant, because overall the confidence outcome has the lowest average score. In addition, on the two instances where both a one-hour presentation and a half-day workshop was offered at the same conference (and by the same presenter), the aggregate scores for the half-day version were higher.

Since we do not track individual respondents, we cannot precisely correlate offering a workshop or presentation with user sign-ups or data collection. However, many states (e.g. South Dakota, New Mexico, Hawaii) had no response data prior to offering the workshop at their conferences and institutions in those states have since administered surveys and collected data. In contrast, much of the northwest quarter of the continental US is blank on the user data map (figures 2 and 3 above), and that is also an area where we have not yet been able to offer workshops (as shown in figure 8 below).

Figure 8: Map of Workshop & Presentation Locations, Attendees, and Response Scores



As well as providing feedback on areas where the editorial board and ACRL staff can continue to make improvement to the toolkit, the survey responses included many comments that attest to the value of both Project Outcome and the in-person workshops:

- “Learned more than I expected. Came thinking I would learn what was in the toolkit, not considering learning about the process. Thanks.”
- “I’ve attended Project Outcome sessions at conferences before, so I knew about this before today. However, it was very helpful to complete the worksheet w/ my colleagues present. Working on this together was VERY helpful.”
- “I was unaware of this project and it was clearly presented where I can use this data to assess learning. I also love that it is free and open to non-ACRL members, truly a benefit to all librarians.”
- “Already have a project in mind to assess and feel motivated to do it in the near future.”
- “This session was a tipping point to get started with this resource. I was familiar, now I’m ready. Thank you!”

IV. On-Going and Future Developments

The editorial board, ACRL staff, and web developers, continue to work on promoting and improving Project Outcome for Academic Libraries:

- Two webinars are being offered in January 2020. The webinar, “Visualizing Library Assessment Data,” is being co-sponsored by the Canadian Association of Research Libraries (on 1/22/2020). A second webinar, on Project Outcome group accounts, is targeted at library consortia and association staff and leadership (on 1/30/2020). Group accounts are offered for a one-time fee and may become a source of revenue.
- We have 11 half-day workshops and 5 one-hour presentations provisionally scheduled between January and June 2020.
- In spring 2020, the editorial board will work on soliciting and developing new case studies for the site.
- ACRL staff (Sara Goek), in conjunction with the editorial board, will begin developing a new half-day workshop curriculum to offer for a fee starting in FY21.
- The web developers are working to improve the site functionality and user experience. These developments are being coordinated with PLA to save time and costs across both the public and academic library toolkits.

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STS EDI Task Force Report At-A-Glance

Inspired by sections of the ACRL Plan for Excellence that explicitly address equity, diversity, and inclusion (EDI), STS formed an EDI Task Force in 2018. The Task Force was expected to explore ways in which STS can promote diversity, equity, and inclusion within the Section, then suggest concrete policy steps for STS to take to improve EDI. To accomplish this, the EDI Task Force conducted an environmental scan, focus group discussions, and a survey to identify actionable steps that the Section can take to promote these values.

The large number of actionable steps ranked Very Important or Important suggest that, at least among the survey respondents, members feel that there is some urgency about EDI initiatives. The options with the highest numbers of Very Important rankings in each survey category are:

Option 1: Share STS' EDI needs with ACRL and the ALA Office for Diversity, Literacy and Outreach (**Administrative**)

Option 2: Intentionally build bridges with other groups (e.g., ethnic caucuses) to encourage science librarians there to join STS (**Recruitment**)

Option 3: Support diverse library school students (or even undergraduate science majors) interested in science librarianship by developing a mentoring program for them and/or providing scholarships (**Partnerships**)

Option 4: Hold a workshop/webinar about how to recruit, hire, and retain diverse candidates (**Education**)

Option 5: Share slides, handouts, and/or notes from conferences for those who are unable to attend (**Programming**)

Task Force members performed a card-sort exercise in order to develop a recommended timeline for implementing the EDI initiatives. The timeline categories are immediate (by the end of June 2020), short-term (by the end of December 2020), and long-term (in 3-5 years). The Task Force recommends that nine initiatives be undertaken immediately, twenty in the short-term, and five in the long-term (see Report, p.9). The final recommendation is that the Task Force's duration be extended until Midwinter 2021, and that its members--those who wish to continue to serve as well as new appointees--be commissioned as the Implementation Team for the immediate and short-term initiatives.

Respectfully submitted,
Roxanne Bogucka and Bonnie Fong, Co-chairs

AUTHORS:

The 2018-2020 STS Equity, Diversity, and Inclusion Task Force members are [Isabel Altamirano](#), [Roxanne Bogucka](#) (Co-chair), [Donna Braquet](#), [Tod Colegrove](#) (Former Co-chair), [Chapel Cowden](#), [Bonnie Fong](#) (Co-chair), [Heather James](#), [Nastasha Johnson](#), [Stacy Johnson](#), [Meghan Lafferty](#), [Laura Palumbo](#), [Penelope Wood](#).

TITLE:

Report of the 2018-2020 STS Equity, Diversity, and Inclusion Task Force--
Findings and Recommendations

KEYWORDS:

Access; Allies; Allyship; Belonging; Dis/ability; Diversity; Equity; Inclusion; LGBTQ; Librarians; Librarianship; Marginalized groups; Minorities; STEM; Underrepresented groups

INTRODUCTION:

In 2014, the Black Caucus of the American Library Association (BCALA) protested the location of the 2016 Annual Meeting due to the murder of Trayvon Martin and Florida's "stand your ground" laws (ALA Task Force on Equity, Diversity, and Inclusion, 2016). In response, the American Library Association convened a Special Presidential Task Force on Equity, Diversity, and Inclusion (Stripling, 2014). Further, ALA issued the [Equity, Diversity, and Inclusion Recommendations Report III](#) in January of 2019.

The findings and recommendations of the ALA Task Force were incorporated into the [ACRL Plan for Excellence](#). Sections directly inspiring the STS Equity, Diversity, and Inclusion (EDI) Task Force charge include:

- 1.3:** Encourage grassroots efforts to push for equity, diversity and inclusion (EDI) programming at all levels of ALA, including division presidents' programs, and encourage all program selection committees to consider inclusion of EDI as part of the process.
- 4.4:** Strongly encourage all offices, divisions, and round tables within ALA to audit their goals, strategies and outcome for diversity and inclusion every three years.
- 4.6:** Assess ALA equity, diversity, and inclusion activities across the association to look for synergies.

The ACRL Leadership meeting at the 2018 ALA Midwinter Meeting was devoted to discussing what members can do, as an organization, as well as within their institutions and sections, to promote EDI (Whatley, 2019). Leadership of the Science & Technology Section brought these questions to the STS Executive Committee, whose Members-at-Large and Publicity Officer explored pathways for STS action (Whatley, 2019).

The 12-member Equity, Diversity, and Inclusion Task Force (EDI Task Force) for the Science & Technology Section (STS) was commissioned in October 2018, and began to map out a plan of work based on the following background and charge:

Building on the work of the STS Executive Subcommittee, the STS Equity, Diversity, & Inclusion Task Force will study the ways in which STS can support the work of equity, diversity, and inclusion within ACRL, academic libraries, and across the library profession. Additionally, the Task Force will explore ways in which STS can promote diversity, equity, and inclusion within the Section. The Task Force will suggest concrete policy steps STS may take to improve equity, diversity, and inclusion in each of these areas. Recommendations will be submitted to STS Council for further consideration and action.

The following definitions guided the work of the Task Force:

Equity refers to providing opportunities for historically underrepresented populations to have equal access to professional growth opportunities and resource networks that are capable of closing the demographic disparities in leadership roles in all spheres of institutional functioning, at the section, division, institutional, and professional levels. **Diversity** refers to all the ways in which people are unique, including diversity of ideas, backgrounds, perspectives, and experiences. **Inclusion** represents the interpersonal and institutional choices we make in our everyday interactions and activities, as well as in the shape

of the culture, structures, collections, and systems we create and sustain. **Belonging** reflects an individual's sense of being a valued and integral part of the organization; each member should feel they are important and have a vested interest in the organization as a whole.

Task Force deliverables will include:

1. Summarize relevant EDI work in other professional organizations, including ALA resources such as YALSA's Emerging Leaders/speaker clearinghouse.
2. Explore the potential for partnerships with other ACRL sections and interest groups to support EDI work across the division.
3. Recommend updated EDI language for STS [strategic plans](#) and goals.
4. Hold a STS membership forum to learn what EDI initiatives might most benefit STS members.
5. Conduct a STS membership survey to learn more about the diversity of the section and what EDI initiatives might most benefit STS members.

The Task Force will submit its initial recommendations to STS Council for consideration at STS Council I at ALA Midwinter 2020.

—([Science & Technology Section: Equity Diversity & Inclusion: Home](#))

The Task Force first undertook an environmental scan of EDI initiatives in professional library organizations, scientific societies and organizations, and academic libraries. Next, members of the Task Force conducted focus group discussions, both in-person, during the 2019 ALA Annual Conference and virtually, after the conference. Responses from the focus groups informed the STS EDI survey. Data and analysis from the survey directly informed the formal recommendations.

ENVIRONMENTAL SCAN & FINDINGS:

The list of ALA EDI resources and the results of the environmental scan may be viewed at <https://tinyurl.com/sts-edi-env-scan>.

The environmental scan started with searching for EDI initiatives of a sample of 170 universities, libraries, and scientific/engineering professional organizations. The university list became unwieldy as universities have made extensive efforts in this area.

Scientific and professional organizations exhibited some efforts to recognize equity and diversity, but many had nothing on inclusion.

The trend is similar in librarian, archival, or information societies. Equity and diversity are well represented, but very few have statements on inclusion. Some societies have interest groups for members from underrepresented groups.

The academic libraries' scan was based on the members' knowledge of readings from library journals, academic librarians' Tweets, and articles from *Inside Higher Ed*. The libraries that are listed in the scan recognize diversity, but only a few write about equity and inclusion efforts in their vision statements. One Canadian library also included a statement about indigenous collections.

The environmental scan revealed that more academic libraries need to have EDI advocates. It is hoped that when another environmental scan is done in five years, this list of libraries will increase.

FOCUS GROUPS & FINDINGS:

To address the charge to hold a STS membership forum to learn what EDI initiatives might most benefit STS members, the Task Force decided to host three focus group discussions (one in person at the ALA Annual Conference in June 2019 and two virtually in July 2019). At each focus group, participants were asked a set of questions, and encouraged to respond in a safe and confidential environment.

Efforts to promote the focus group discussions included sending out a promotional email in June 2019 and a reminder in July 2019. Twenty-four people responded to the call for participants. Of those, 19 self-identified as female, four as male, and one as gender non-conforming. As for racial or ethnic identity, 19 identified as white, one as South Asian, two as Asian, and one each as African American or multi-cultured and Latinx.

Focus groups were conducted in person at the ALA Annual Conference on June 22, 2019 (participants = 5) and online on July 8, 2019 (participants = 5) and July 11, 2019 (participants = 5). Attendees were provided with a list of definitions on a shared Google Doc, and after hearing a prompt, were asked to answer a series of five questions and, if necessary, two follow-up questions (Appendix A). Responses were recorded and stored on a shared Google Doc. For the online focus groups, the meetings were recorded and after verifying note veracity, the recordings were deleted. Participants in all three sessions were offered the chance to win a Starbucks \$10 gift card.

Major findings:

Despite the small representative sample size compared to the total number of members in the Section (1.23% or 15 out of 1,210 total STS membership), focus group participants expressed optimism that conversations about EDI were beginning to happen in the section with the formation of an EDI task force and were excited at the opportunity for more equity, diversity, and inclusion action and discussions in the section.

Focus group attendees suggested that an EDI position for the section should be developed and some participants voiced the opinion that coordinated EDI efforts could be accomplished with that position.

Focus group participants suggested an enhanced role allies could have toward a more diverse, inclusive, and equitable section. This would eliminate over-tasking of members of underrepresented groups with the brunt of EDI efforts.

They also talked about the opportunities for the section to have virtual conference meetings, webinars, or book clubs with an intersectional focus of science and EDI to promote inclusion and attendance by members

whose lack of privilege prevents them from traveling to conferences. This would allow for opportunities for a larger and more diverse group of Section members to meaningfully interact with each other in equitable ways.

Other findings:

- Attendees expressed they knew little about Section efforts to promote equity, diversity, and inclusion. A few members brought up [April Hathcock's experience at Council Forum during ALA Midwinter Meeting in January 2019](#), and felt the section was echoing the [statement put out by ALA](#) in response to the situation.
- Some participants stated they knew the Section was involved in promoting diversity for students from underrepresented populations.
- Focus groups reported that they felt more could be done to recruit new librarians from underrepresented groups into the section to promote diversity, and that STS needed to continually ensure equity, diversity, and inclusion in their committee structures and in their operations.

SURVEY:

One of the EDI Task Force deliverables was to conduct a survey of the membership to learn more about the diversity of the section and what EDI initiatives would most benefit STS members. In mid-August 2019, the EDI Task Force posted on the STS-L listserv to invite participation in an anonymous survey collecting recommendations for how STS could promote EDI within the Section. Survey questions were developed based on

- what surfaced in the environmental scan;
- input collected by the EDI Task Force's focus groups;
- work performed by the STS Executive Committee's Equity, Diversity & Inclusion sub-committee in 2018;
- the experiences of EDI Task Force members doing similar work.

The survey included Likert-scale type questions, open answer questions, and a multiple choice question (Appendix B). In an attempt to truly

separate out survey responses from identifying information, after submitting the survey, respondents also had the option to answer one additional question (#4b) that allowed them to specify which marginalized or under-represented groups they identified with.

When the survey period closed at the end of August, there were a total of 63 survey responses. Although this was only 5.2% of the total (1,210) STS membership, the EDI Task Force found it encouraging that 46% of survey respondents indicated they identified as a member of a marginalized or under-represented group (compared with demographics information that showed 13% of the total STS membership identified themselves as Asian, Black or African American, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, or of Hispanic, Latino, or Spanish origin). Unfortunately, there were only 6 responses to question #4b – possibly because respondents did not notice the provided link at the end of the survey – so we do not have more specific data about which marginalized or under-represented groups are represented in the survey data.

Survey Question #1 asked respondents how important they felt it would be for the Section to implement specific suggestions/recommendations in the areas of administration, recruitment, partnerships, education, and programming. For each idea listed under each section, at least 60% of respondents felt that it was either very important or important (see Appendix C).

Under the “Administrative” portion, more than 90% of respondents felt it was very important or important to share STS’s EDI needs with ACRL and the ALA Office for Diversity, Literacy and Outreach (ODLOS) and have STS be a presence in EDI conversations at ACRL and ALA. It was also deemed essential that STS consider EDI as a criteria when it comes to STS sponsorships (e.g., ACRL Conference Scholarship, ALA Emerging Leader Program). Approximately 88% of respondents believed it’s either very important or important that STS update its strategic plan and goals to include equity, diversity, and inclusion. This is an EDI Task Force deliverable, so it is good to see that it is in line with what the STS membership believes is vital. In keeping with this, 84% feel it is very important or important for STS to respond when something happens in library-world that is not in

alignment with our vision for EDI. Perhaps having an EDI officer as part of the STS Executive Committee would help – more than 70% of respondents thought that was very important or important. Although there was some interest in either forming a new STS EDI committee (that would serve as liaisons) or having EDI advocates on each STS committee, discussion group, and task force, this was to a somewhat lesser extent, so perhaps having an EDI officer would be best. That person could help represent STS at the ACRL/ALA table and work with the relevant committees who make recommendations for STS sponsorships to ensure that EDI is part of the evaluation criteria.

Each of the ideas under the “Recruitment” section was very much supported by survey respondents. Of utmost importance were intentionally building bridges with other groups (e.g., ethnic caucuses) to encourage sciences librarians there to join STS and reconsidering the recruitment, appointment, and nomination process for STS leadership roles. At least 80% of respondents also felt it would be important or very important to hold an annual “About STS” webinar to ensure members know more about STS – including how they can become leaders. These ideas could be implemented by the Membership & Recruitment and Nominating committees, respectively.

Every single idea listed under the “Partnerships” section was also perceived as being crucial. In fact, supporting diverse library school students interested in science librarianship was deemed ‘very important’ by 84% of respondents – the most of any other in Question #1 – and ‘important’ by 13% of respondents. It is possible that the Awards, Membership & Recruitment, and/or Professional Development committees could each have a role to play in making this happen. More than 90% saw the remainder as being very important or important. Outreach to (potential) science librarians in diversity residencies could be done by the Membership & Recruitment Committee. Any committee or discussion group doing programming might partner with an ethnic caucus, Rainbow Round Table, or other group to co-host a program. The Publicity Officer might help promote STS events to these same groups in order to increase the diversity of program attendees. The EDI officer might work with the Membership &

Recruitment Committee to identify existing programs in library-world that support EDI and encourage program participants to get involved in STS.

Under the “Education” section, 90% of respondents thought it was very important or important to have a workshop/webinar about recruiting, hiring, and retaining diverse candidates. More than 80% would like to see regular posts on the STS-L listserv summarizing current EDI research, and more than 75% would like a list of existing (ACRL/ALA/other) resources that could serve as an introduction to EDI. Workshops or webinars about implicit bias; what cisgender and white people can do to decentralize cisgender and whiteness; microaggressions; and what Allies (can) do were each deemed very important or important by more than 75% of respondents. A workshop or webinar on the use of non-binary pronouns was very important or important to 65% of respondents. Having a book club or online discussion group to discuss EDI related issues was also of interest, but to a lesser extent. It is clear respondents want to learn more about EDI and what they can do to help STS be more equitable, diverse, and inclusive. Perhaps these educational opportunities are something the EDI officer and Professional Development Committee could work on together.

It is expected that any STS committee or discussion group doing programming would be interested in results from the “Programming” section of the survey. At least 90% of respondents wanted EDI to be part of the criteria considered when identifying topics and selecting speakers and reviewing presentation proposals; and they also felt it was very important or important to share slides, handouts, and/notes from conferences with those who were unable to attend. Almost the same number believed very strongly in live-streaming programming. Approximately 85% were interested in programming about science mis-steps. There was also a great deal of interest in doing introductions and ice-breakers so that STS members could get to know each other. Although 79% of respondents thought it was very important or important for STS to host virtual events (such as a Twitter conference and/or e-Forum), holding regional in-person forums were found to be less vital.

Question #2 asked respondents to share their thoughts and experiences on how welcoming and inclusive they felt STS was. Many respondents

indicated that STS was welcoming, and some mentioned that this may be because they present as a cis-gender and white. However, there were also a number of respondents who felt STS (particularly leadership) was 'cliquey,' and did not feel very welcoming. Newcomers, especially, felt unwelcome at in-person meetings. A couple of suggestions for helping make in-person meetings more welcoming were having a greeter at the entrance and doing ice-breakers. Respondents generally felt welcome online. Many pushed for more online options for participating in STS; limited travel funds were often an obstacle to them being able to participate more fully in the Section.

Question #3 asked respondents to share any other solutions they had for improving EDI in STS. Many used this space to note or expand on the ideas from Question #1 that they felt most strongly about. For example, a few highlighted how vital it was for all STS members to be knowledgeable about EDI and stressed the importance of providing learning opportunities, although one person cautioned against workshops/webinars that might center on white/cis-gendered perspectives. Someone else suggested that candidates running for office or committee positions reflect on EDI in their statements. Still others offered suggestions for partnerships and programs they considered to be possible models for STS. Several emphasized how crucial recruitment efforts are. One shared the idea of asking members of marginalized groups why they decided not to pursue librarianship. A few respondents used this open-answer question as an opportunity to point out that beyond race/ethnicity and gender identity, there are also the needs of the disabled and those who require child care to consider. A couple of others expressed their desire for ensuring accountability.

DISCUSSION AND RECOMMENDATIONS:

Despite the small number of participants in each of the three focus groups, discussions were robust and members expressed confidence that an STS EDI task force was a step in the right direction for the Section.

To address greater equity and inclusion in the Section, focus group attendees suggested online venues for meetings, a need for diverse speakers, and new activities such as online book clubs or webinars devoted to issues of equity, diversity and inclusion in science librarianship.

To promote and continually ensure diversity in STS, focus group attendees wanted to see an EDI coordinator to oversee efforts in a uniform and effective way. They also identified ally-ship activities as essential in order to meaningfully address these issues in the Section and to avoid placing the burden for change in the Section on volunteers or representatives from marginalized or underrepresented groups only.

Less than ideal response rates are a common and vexing bane of survey research, and the EDI Task Force survey was no exception. The survey respondents--a small group, clearly highly motivated around topics of equity, diversity, and inclusion--may not be representative of the larger STS community. It is the Task Force's hope that these respondents represent a core group of personnel that will be as responsive to volunteer calls for future EDI initiatives. It is noteworthy that the infrastructure options in the Administrative section of the survey (STS EDI officer; STS EDI committee; EDI advocate on each STS committee)--options taken directly from focus group input--were the three lowest-ranked of eight options. A best-possible interpretation is that respondents believe that EDI is the responsibility of every STS member, rather than the province of an appointed few. STS should proceed with deliberate care to avoid an all-too-common situation--having members of marginalized and/or underrepresented groups disproportionately performing the emotional and educational labor of EDI.

The table below shows survey action options by category, with highlighting for those that garnered Very Important rankings from more than 50% of respondents. Members of the EDI Task Force participated in a card-sorting exercise to place the options on a timeline for action. Options that straddle timelines (*italicized*) had equal numbers of votes for more than one completion date.

Rated VERY IMPORTANT by more than 50% of survey respondents			
category	immediate (by the end of June 2020)	short-term (by the end of December 2020)	long-term (in 3-5 years)
Administrative	Have STS respond when something happens in library world (e.g., at an ALA Conference) that is not in alignment with our vision for EDI	Update STS' strategic plan and goals to include equity, diversity, and inclusion (EDI)	
	Share STS' EDI needs with ACRL and the ALA Office for Diversity, Literacy and Outreach	Have an EDI officer as part of the STS Executive Committee	
		Form a new STS committee on EDI and have members liaise with other STS Committees, Discussion Groups, and Task Forces	
		Have EDI advocates on each committee, discussion group, and Task Force	
		Include EDI as a criterion to consider when it comes to STS sponsorships (such as the ACRL Conference Scholarship and ALA Emerging Leader Program)	
		Have an STS presence in EDI conversations at ACRL and ALA	

Recruitment	Reconsider the recruitment, appointment, and nomination process for STS leadership roles so that we have a more equitable, diverse, and inclusive Section	<i>Intentionally build bridges with other groups (e.g., ethnic caucuses) to encourage science librarians there to join STS</i>	
		Hold an annual 'About STS' Webinar to let members know more about STS – what the organization does, how it's structured, who is on the Executive Committee, how members can become leaders (and just what those responsibilities entail)	
Partnerships	Promote STS events to ethnic caucuses; the Gay, Lesbian, Bisexual, and Transgender Round Table; other ACRL sections; and other groups to try and increase the diversity of attendants	Partner with ethnic caucuses; the Gay, Lesbian, Bisexual, and Transgender Round Table; other ACRL sections; and/or science librarian bootcamps to co-host programs	
	Do outreach to (potential) science librarians in diversity residencies – for example, send an invitation to an annual 'About STS' Webinar	Identify the relevant existing programs in library world that support equity, diversity, and/or inclusion (e.g., ALA Spectrum Scholars, ARL Kaleidoscope program) and encourage program participants to get involved in STS – for example, invite them to an annual 'About STS' Webinar and/or Council meeting	

		<i>Support diverse library school students (or even undergraduate science majors) interested in science librarianship by developing a mentoring program for them and/or providing scholarships</i>	
Education	Regularly post to the STS-L listserv a summarization of current EDI research (or ideas to improve) to help librarians keep this on the front of their minds and to stay on top of what's happening	Hold an EDI book club or online discussion group where participants can engage with others to learn more about and discuss EDI related issues	Gather together existing (ACRL/ALA/other) resources that can serve as an introduction to EDI – for example, books/Webinars/Web sites with definitions, discussions about EDI issues, a clearinghouse for EDI speakers, etc.
		Hold a workshop/webinar about the use of non-binary pronouns	
		Hold a workshop/webinar about microaggressions	
		Hold a workshop/webinar about implicit bias	
		Hold a workshop/webinar about what Allies (can) do	
		Hold a workshop/webinar about what cis and white people can do to decentralize cis and whiteness	
		Hold a workshop/webinar about how to recruit, hire, and retain diverse candidates	
Programming	Include EDI as a criteria to consider when it comes to STS programming, from identifying topics,	Share slides, handouts, and/or notes from conferences for those who are unable to attend	Hold regional (in-person) forums

	selecting speakers, choosing paper and poster presentations, etc.		
	Try to livestream programming	Explore hosting more virtual events such as a Twitter conference and/or e-Forums	Consider programming about science mis-steps (e.g., showing racism – Tuskegee syphilis study)
	Consider doing introductions and ice breakers at STS programs to encourage attendees to get to know each other		

The options with the highest numbers of Very Important rankings in each survey category are:

Option 1: Share STS' EDI needs with ACRL and the ALA Office for Diversity, Literacy and Outreach (**Administrative**)

Option 2: Intentionally build bridges with other groups (e.g., ethnic caucuses) to encourage science librarians there to join STS (**Recruitment**)

Option 3: Support diverse library school students (or even undergraduate science majors) interested in science librarianship by developing a mentoring program for them and/or providing scholarships (**Partnerships**)

Option 4: Hold a workshop/webinar about how to recruit, hire, and retain diverse candidates (**Education**)

Option 5: Share slides, handouts, and/or notes from conferences for those who are unable to attend (**Programming**)

Benefit to Members

Options 2 and 5 offer undeniable benefits to members. Regarding bridge-building, STS should exchange information on members' division and section affiliations with ALA ethnic caucuses, to establish whether there exists a bloc of STEM librarians who aren't current STS members. Although the survey suggests outreach to other ALA units, STS would benefit from

comparing the demographics of related professional organizations (Special Libraries Association and Medical Library Association, to name two) with those of ACRL and STS. Option 5, sharing slides and handouts from meetings and conferences, will broaden the STS participation base, both by giving people who can't afford conference travel a reason to join STS and by exposing non-members to the benefits of STS membership. This doesn't necessarily mean making all conference content available for free, which would undermine the already uncertain financial position of ALA meetings.

Potential Partnerships

Options 1 and 2 address moving forward to form partnerships. While STS leadership almost certainly communicates regularly with ACRL leadership, it may be necessary to establish formal communication to the ALA Office of Diversity, Literacy, and Outreach Services (ODLOS). STS could submit an annual report to ODLOS on barriers to careers in STEM librarianship, including all possible statistics on demographics of academic STEM librarians as well as library school students. Upward communication will also make it easier for ODLOS to "matchmake" between STS and other ALA units, for programming and for outreach initiatives. STS should seek out and partner with smaller, regional librarians' conferences (e.g., STEM Librarians South, Innovative Library Classroom, The Library Collective, science boot camps). STS should also comb through past programming of organizations identified during the EDI Initiatives Environmental Scan, to surface common issues and concerns, and to find opportunities for collaboration on future initiatives and programming.

Updated Language for Strategic Plan

The administrative section of the survey asked specifically about updating STS's strategic plans and goals to address EDI, and it scored fifth out of eight possible options. The section of the [current strategic plan](#) that explicitly addresses EDI-related issues is the Strategic Area: The Association. While the survey was not as explicit in asking about infusing EDI into the other Strategic Areas (Higher Education and Research, The Profession), there are opportunities for adding Strategic Objectives related to EDI in some of their respective Goal Areas. For example, the [2010 Final Report of Action Plan](#) reports creation of a recruitment video, linking it to a Strategic

Objective under the ACRL Strategic Area: The Profession, Goal Area: Leadership.

1. The Task Force recommends adding this Strategic Objective to the STS Strategic Plan, under Strategic Area: The Profession, Goal Area: Leadership:
“Develop guidelines and evidence-based practices for recruiting new and diverse talent to science/technology librarianship.”
2. The Task Force recommends adding this Strategic Objective to the STS Strategic Plan, under Strategic Area: Higher Education and Research, Goal Area: Advocacy:
“Promote the unique contributions of science/technology librarians to student retention and success.”
3. The Task Force recommends this amendment to a Strategic Objective to the STS Strategic Plan, under Strategic Area: The Association, Goal Area: Professional Development:
“Develop and refine professional **and cultural** competencies for science/technology librarians, related to specific roles and responsibilities.”

Further Recommendations

Operationalizing the work recommended above, as well as sharing the Task Force’s findings for dissemination, will require dedicated personnel over a significant period of time. The final recommendation is that the Task Force’s duration be extended until Midwinter 2021, and that its members--those who continue to serve as well as new appointees--be commissioned as the Implementation Team.

WORKS CONSULTED:

ACRL Equity, Diversity, and Inclusion website,
<http://www.ala.org/acrl/aboutacrl/directoryofleadership/committees/racialethnic>

ACRL Equity, Diversity, and Inclusion LibGuide,
<http://acrl.libguides.com/EDI/home>

ACRL Plan for Excellence,

<http://www.ala.org/acrl/aboutacrl/strategicplan/stratplan>

ALA Task Force on Equity, Diversity, and Inclusion. Final report. (2016).

http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/council/council_documents/2016_annual_council_documents/cd_38_Task_ForceEDIFinalReport%202016-06-06_INF.pdf

ALA Office for Diversity, Literacy, and Outreach Services. (2019). [Equity, Diversity, and Inclusion Recommendations Report III.](#)

Free, D. (2017). ACRL Board of Directors affirms commitment to equity, diversity, inclusion, access. *College & Research Libraries News*, 78(3), 122. Retrieved from

<http://search.ebscohost.com.ezproxy.lib.utexas.edu/login.aspx?direct=true&db=a9h&AN=121618090&site=ehost-live>

Free, D. (2018). ACRL Board to establish new equity, diversity, and inclusion initiative. *College & Research Libraries News*, 79(4), 163. Retrieved from

<http://search.ebscohost.com.ezproxy.lib.utexas.edu/login.aspx?direct=true&db=a9h&AN=128949121&site=ehost-live>

Free, D. (2019). ACRL Equity, Diversity, and Inclusion LibGuide. *College & Research Libraries News*, 80(8), 428. Retrieved from

<http://search.ebscohost.com.ezproxy.lib.utexas.edu/login.aspx?direct=true&db=a9h&AN=138606426&site=ehost-live>

Stripling, B. K. (2014). Equity, Diversity, and Inclusion. *American Libraries*, 45(5), 5. Retrieved from

<http://search.ebscohost.com.ezproxy.lib.utexas.edu/login.aspx?direct=true&db=a9h&AN=95830630&site=ehost-live>

STS Strategic Plan 2007.

<http://www.ala.org/acrl/aboutacrl/directoryofleadership/sections/sts/stswebsite/stsstrategic>

Whatley, K. (2019). Personal communication.

APPENDIX A.

Proposed Focus Group Questions

Pre-recording Comments

Thank you, everyone, for taking time out of your summer to join us today.

Before we begin, we want to mention that we will be taking notes throughout our conversation, but will not be identifying participants in our notes, so your comments will remain confidential. Related to this - to help us with our note-taking, we also plan to record our session today. The recording will not be made available to anyone other than today's note-taker and facilitator, and it will be deleted once notes are complete. We hope that is alright. If you would prefer to leave the room and re-enter with a different name, we can give everyone a couple of minutes to do that.

Background Information

This focus group discussion is sponsored by the ACRL Science & Technology Section (STS) Equity, Diversity, & Inclusion (EDI) Task Force. A large part of our charge (<http://www.ala.org/acrl/sts/acr-ststfedi>) is to suggest concrete policy steps STS may take to improve EDI in the Section. Although what we are doing is related to the ACRL Signature Initiative on Equity, Diversity, and Inclusion (<https://www.acrl.ala.org/acrlinsider/archives/16159>), we are specifically concerned with efforts and programming that might be developed by STS. While we understand that a variety of ALA/ACRL experiences might be related to this discussion, we ask you to try to focus your responses on your experiences and evaluations of STS specifically, since that is our purview.

In case you are interested in some definitions of EDI:

- **Equity** refers to providing opportunities for historically underrepresented populations to have equal access to professional growth opportunities and resource networks that are capable of closing the demographic disparities in leadership roles in all spheres of institutional functioning, at the section, division, institutional, and professional levels.
- **Diversity** refers to all the ways in which people are unique, including diversity of ideas, backgrounds, perspectives, and experiences.
- **Inclusion** represents the interpersonal and institutional choices we make in our everyday interactions and activities, as well as in the shape of the culture, structures, collections, and systems we create and sustain.
- **Belonging** reflects an individual's sense of being a valued and integral part of the organization; each member should feel they are important and have a vested interest in the organization as a whole.

Introductions

- A. Facilitators/note-takers introduce themselves and their roles in the EDI Task Force/focus group data collection
- B. Participants introduce themselves (sans names, if preferred)

Questions

1. What do you think of the Science and Technology Section's, academic libraries, and the library profession's efforts in supporting and ensuring equity, diversity, and inclusion in the Section?
 - Please describe or elaborate on your experiences of STS's EDI efforts.
2. What types of activities or structures do you think would be most beneficial for STS to perform or adopt to promote and ensure equity, diversity, and inclusion? These activities or structures could be from other organizations or groups to which you belong or have knowledge about.
3. Tell us about **your** experiences with STS, science librarianship, or academic libraries that you think arose because of your identity.
 - Follow-up question if someone relates a negative situation: If you reported the situation to Section leadership, what, if anything, was done to resolve it? Was the resolution to your satisfaction? Why or why not? What could have been handled differently or more appropriately?
4. Are there explicit questions you would like to suggest be included in a forthcoming STS-EDI survey?
5. What other thoughts or suggestions do you have regarding efforts to promote and ensure equity, diversity, and inclusion in STS?

Gift Cards

As mentioned in our call for participants, we will be giving everyone who participates in an EDI focus group discussion a chance to win one of ten \$10 Starbucks gift cards. If you're interested in this, we'll have you complete a separate entry form: <https://forms.gle/4UJFewDvwbqXrLXw9>

APPENDIX B.

ACRL STS Equity, Diversity, and Inclusion (EDI) Survey

ACRL STS Equity, Diversity, & Inclusion (EDI) Survey The ACRL Science and Technology Section (STS) Equity, Diversity, & Inclusion (EDI) Task Force appreciates your interest in participating in this survey to share your recommendations for how STS can promote EDI* within the Section. Your input is valuable to us and will help inform the direction of STS in this important matter. **Please complete this survey by August 31, 2019.**

** In case it is helpful, here is a link to the definitions of equity, diversity, and inclusion – per the ALA Office of Diversity, Literacy, and Outreach Services (ODLOS):*

<http://www.ala.org/aboutala/odlos-glossary-terms>

This is a confidential survey in that we do not ask for your name, but depending on your answers, it may be possible to identify you. Please note that IRB approval was not sought for this survey because it is not a research study – rather, its focus is on Section improvement.

All questions on the survey are optional.

The only people who will have access to the raw data of this survey will be members of the Task Force and Task Force volunteers assisting with survey analysis. STS will destroy the raw data 5 years after data collection. Survey results will be shared with others in aggregate form only. A report on the Task Force's work (which includes the questions on this survey and the survey analysis) will be shared with the STS Executive Committee and STS Council. The Task Force's findings may also be shared with STS members, on STS-L, and/or be made available to others upon request.

Please contact Bonnie L. Fong (librarianbonniefong@gmail.com) or another member of the Task Force if you have any questions: <http://www.ala.org/acrl/sts/acr-ststfedi>

Question #1. Are any of the following suggestions/recommendations things you would like to see implemented to improve equity, diversity, and inclusion (EDI) in STS? If so, please indicate how important each is to you. [OPTIONAL]

A) Administrative:

	Very Important	Important	Somewhat Important	Not Important

1. Update STS' strategic plan and goals to include equity, diversity, and inclusion (EDI)

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2. Have an EDI officer as part of the STS Executive Committee

☐☐☐☐

3. Form a new STS committee on EDI and have members liaise with other STS Committees, Discussion Groups, and Task Forces

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4. Have EDI advocates on each committee, discussion group, and Task Force

☐☐☐☐

5. Include EDI as a criteria to consider when it comes to STS sponsorships (such as the ACRL Conference scholarship and ALA Emerging Leader Program)

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6. Have STS respond when something happens in library world (e.g., at an ALA Conference) that is not in alignment with our vision for EDI

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7. Share STS' EDI needs with ACRL and the ALA Office for Diversity, Literacy and Outreach

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8. Have an STS presence in EDI conversations at ACRL and ALA

☐☐☐☐

B) Recruitment of STS Members & Leaders:

	Very Important	Important	Somewhat Important	Not important
1. Intentionally build bridges with other groups (e.g., ethnic caucuses) to encourage science librarians there to join STS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Reconsider the recruitment, appointment, and nomination process for STS leadership roles so that we have a more equitable,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

diverse, and
inclusive Section

3. Hold an annual ‘About STS’ Webinar to let members know more about STS – what the organization does, how it’s structured, who is on the Executive Committee, how members can become leaders (and just what those responsibilities entail)

☐☐☐☐

C) Partnerships:

Very
Important

Important

Somewhat
Important

Not important

1. Partner with ethnic caucuses; the Gay, Lesbian, Bisexual, and Transgender Round Table; other ACRL sections; and/or science librarian bootcamps to co-host programs

☐☐☐☐

2. Promote STS events to ethnic caucuses; the Gay, Lesbian, Bisexual, and Transgender Round Table; other ACRL sections; and other groups to try and increase the diversity of attendants

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3. Identify the relevant existing programs in library world that support equity, diversity, and/or inclusion (e.g., ALA Spectrum Scholars, ARL Kaleidoscope program) and encourage program participants to get involved in STS – for example, invite them to an annual ‘About STS’ Webinar and/or Council meeting

☐☐☐☐

4. Do outreach to (potential) science librarians in diversity residencies – for example, send an invitation to an annual

☐☐☐☐

'About STS'
Webinar

5. Support
diverse library
school students
(or even
undergraduate
science majors)
interested in
science
librarianship by
developing a
mentoring
program for
them and/or
providing
scholarships

☐☐☐☐

D) Education:

Very
Important

Important

Somewhat
Important

Not
important

1. Gather together existing (ACRL/ALA/other) resources that can serve as an introduction to EDI – for example, books/Webinars/Web sites with definitions, discussions about EDI issues, a clearinghouse for EDI speakers, etc.

☐☐☐☐

2. Regularly post to the STS-L listserv a summarization of current EDI research (or ideas to improve) to help librarians keep this on the front of their minds and to stay on top of what's happening

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3. Hold an EDI book club or online discussion group where participants can engage with others to learn more about and

☐☐☐☐

discuss EDI related
issues

4. Hold a
workshop/Webinar
about the use of
non-binary
pronouns

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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5. Hold a
workshop/Webinar
about
microaggressions

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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6. Hold a
workshop/Webinar
about implicit bias

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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7. Hold a
workshop/Webinar
about what Allies
(can) do

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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8. Hold a
workshop/Webinar
about what can cis
and white people
can do to

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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decentralize cis and
whiteness

9. Hold a
workshop/Webinar
about how to
recruit, hire, and
retain diverse
candidates

☐☐☐☐

E) Programming:

Very
Important

Important

Somewhat
Important

Not important

1. Include EDI as
a criteria to
consider when
it comes to STS
programming,
from identifying
topics, selecting
speakers,
choosing paper
and poster
presentations,
etc.

☐☐☐☐

2. Try to livestream programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Share slides, handouts, and/or notes from conferences for those who are unable to attend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Explore hosting more virtual events such as a Twitter conference and/or e- Forums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Hold regional (in-person) forums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Consider programming about science mis-steps (e.g., showing racism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

– Tuskegee
syphilis study)

7. Consider
doing
introductions
and ice breakers
at STS programs
to encourage
attendees to get
to know each
other

☐☐☐☐

Question #2. Please share your thoughts or experiences on how welcoming and inclusive you feel STS is to all participants, in any forum (e.g., in-person, at a conference, on the listserv, in a virtual meeting, in a collaborative committee work space online, etc.). [OPTIONAL]

Question #3. Please consider using this space to share any (other) solutions you might have for improving equity, diversity, and inclusion in STS. [OPTIONAL]

Question #4. Do you identify as a member of a marginalized or under-represented group? [OPTIONAL]

☐ Yes

☐ No

TEXT AFTER SUBMITTING SURVEY

Thank you for participating in our survey!

If you indicated that you are a member of a marginalized or under-represented group, and would like to identify which one(s), please go to the following link to provide that information. Your response will not be associated with your previous responses to our survey. [EDI-survey-optional-4b](#)

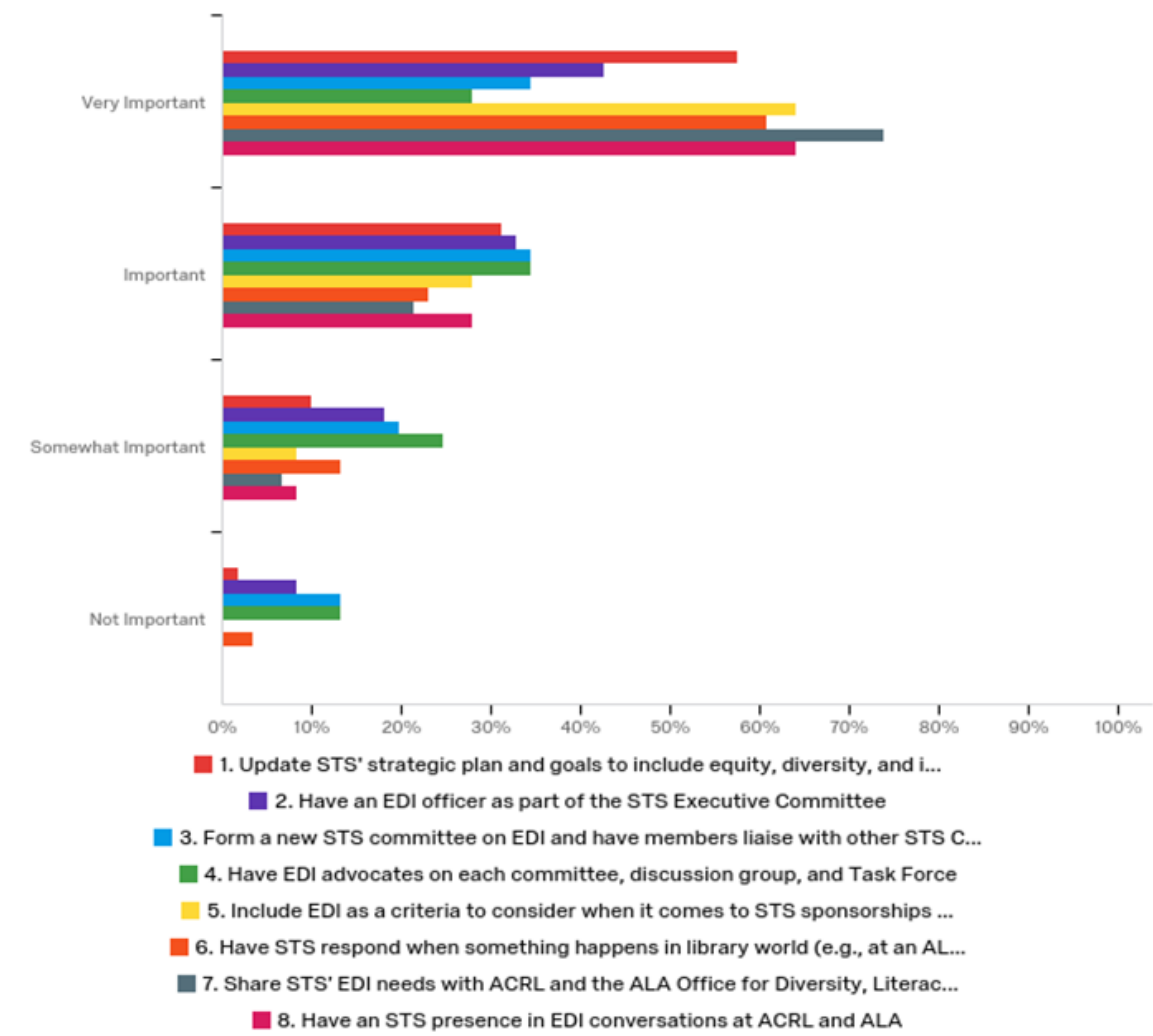
If you do not want to provide additional information, simply close your browser to exit the survey.

ACRL STS Equity, Diversity, & Inclusion (EDI) Survey – Question 4b

Question #4b. If you indicated that you are a member of a marginalized or under-represented group, please state which one(s), if you so choose. [OPTIONAL]

APPENDIX C.
ACRL STS Equity, Diversity, and Inclusion (EDI) Survey: Results from Question #1

A) Administrative:



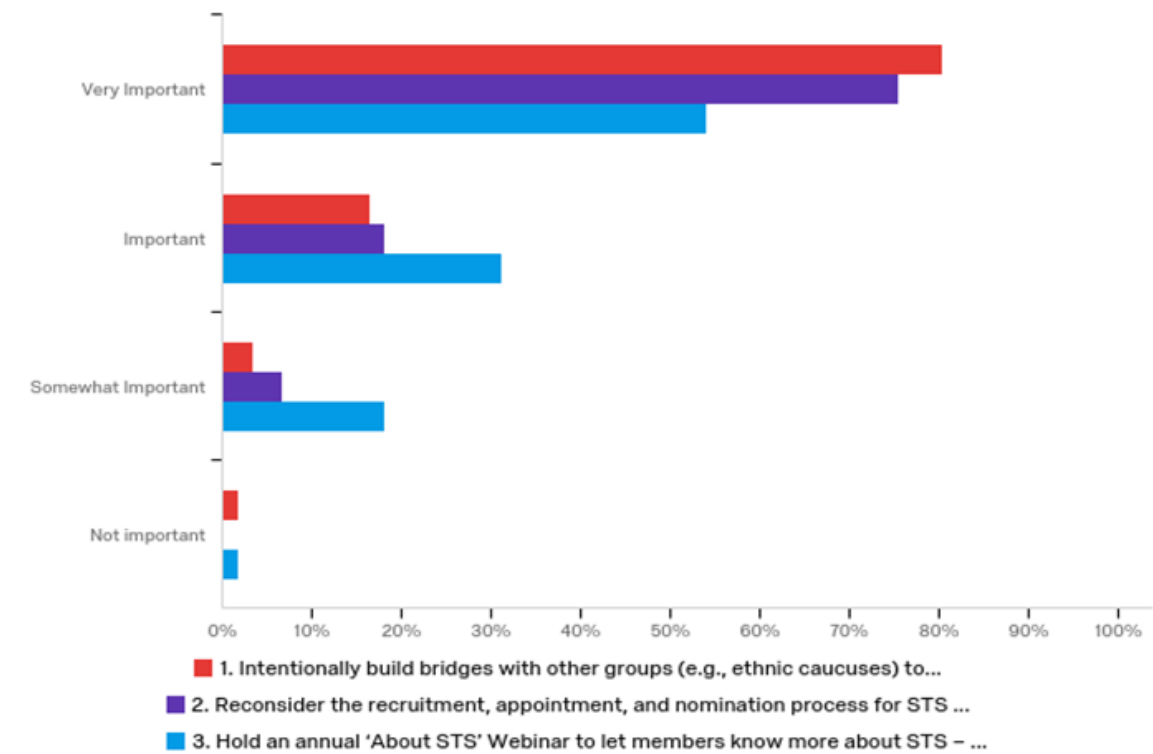
Question	Very Important	Important	Somewhat Important	Not Important	Total

7. Share STS' EDI needs with ACRL and the ALA Office for Diversity, Literacy and Outreach	72.58%	45	20.97%	13	6.45%	4	0.00%	0	62
5. Include EDI as a criteria to consider when it comes to STS sponsorships (such as the ACRL Conference scholarship and ALA Emerging Leader Program)	63.93%	39	27.87%	17	8.20%	5	0.00%	0	61
8. Have an STS presence in EDI conversations at ACRL and ALA	63.93%	39	27.87%	17	8.20%	5	0.00%	0	61

6. Have STS respond when something happens in library world (e.g., at an ALA Conference) that is not in alignment with our vision for EDI	60.66%	37	22.95%	14	13.11%	8	3.28%	2	61
1. Update STS' strategic plan and goals to include equity, diversity, and inclusion (EDI)	57.38%	35	31.15%	19	9.84%	6	1.64%	1	61
2. Have an EDI officer as part of the STS Executive Committee	41.94%	26	32.26%	20	17.74%	11	8.06%	5	62
3. Form a new STS committee on EDI and have members liaise with other STS Committees, Discussion Groups, and Task Forces	33.87%	21	33.87%	21	19.35%	12	12.90%	8	62

4. Have EDI advocates on each committee, discussion group, and Task Force	27.87%	17	34.43%	21	24.59%	15	13.11%	8	61
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B) Recruitment of STS Members & Leaders:

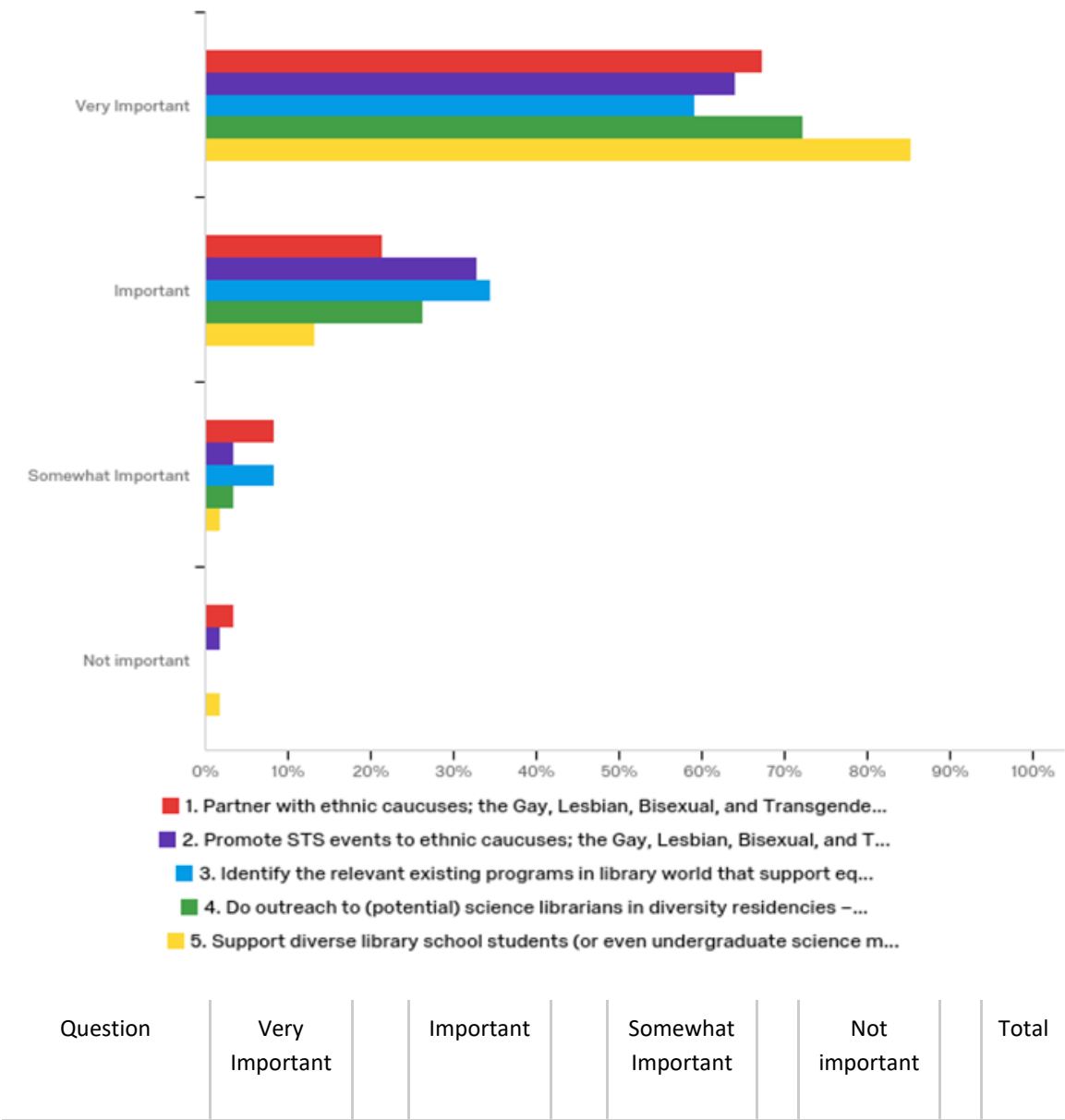


Question	Very Important	Important	Somewhat Important	Not important	Total
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1. Intentionally build bridges with other groups (e.g., ethnic caucuses) to encourage science librarians there to join STS	79.03%	49	16.13%	10	3.23%	2	1.61%	1	62
2. Reconsider the recruitment, appointment, and nomination process for STS leadership roles so that we have a more equitable, diverse, and inclusive Section	75.41%	46	18.03%	11	6.56%	4	0.00%	0	61

3. Hold an annual 'About STS' Webinar to let members know more about STS – what the organization does, how it's structured, who is on the Executive Committee, how members can become leaders (and just what those responsibilities entail)	51.56%	33	29.69%	19	17.19%	11	1.56%	1	64
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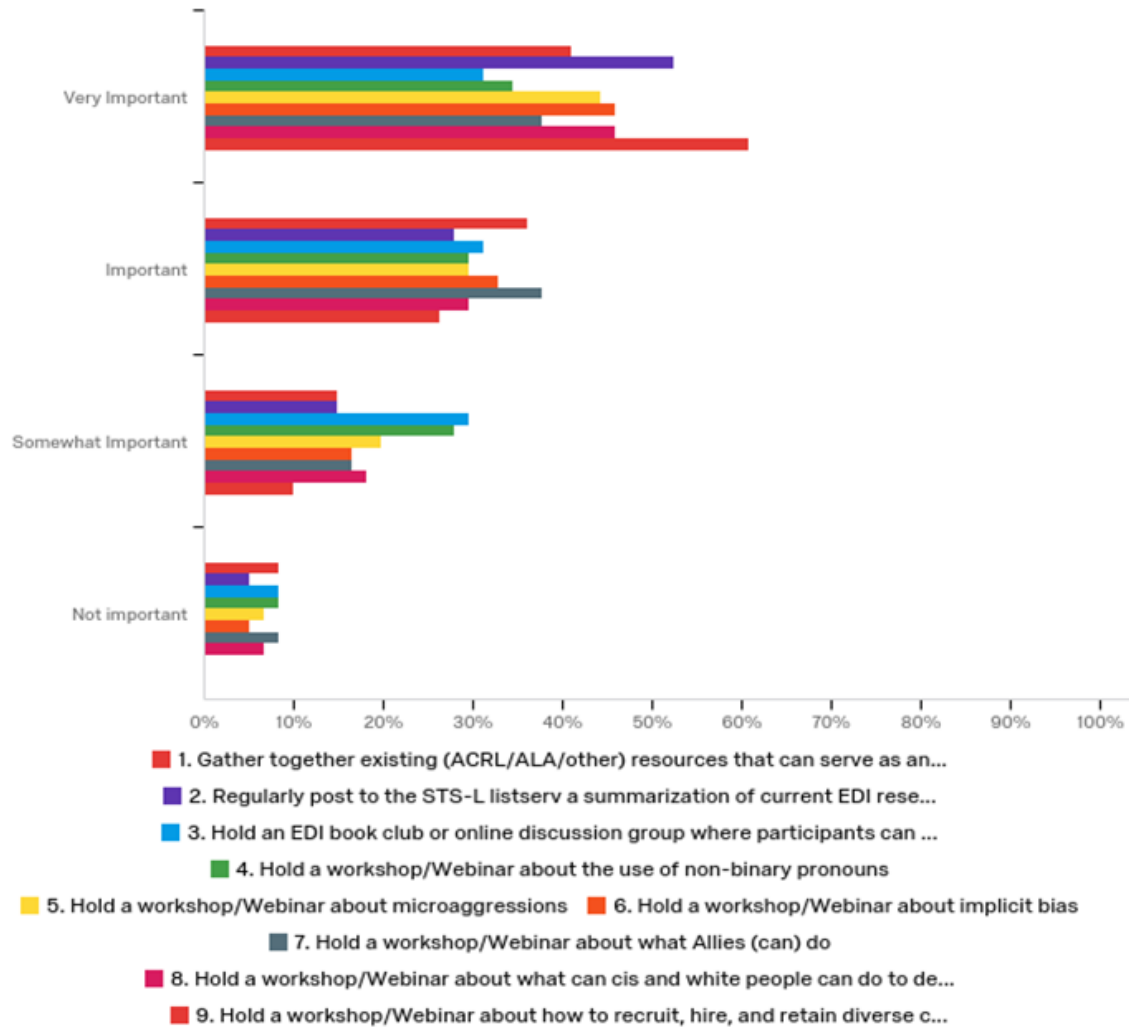
C) Partnerships:



5. Support diverse library school students (or even undergraduate science majors) interested in science librarianship by developing a mentoring program for them and/or providing scholarships	83.87%	52	12.90%	8	1.61%	1	1.61%	1	62
4. Do outreach to (potential) science librarians in diversity residencies – for example, send an invitation to an annual 'About STS' Webinar	70.97%	44	25.81%	16	3.23%	2	0.00%	0	62
1. Partner with ethnic caucuses; the Gay, Lesbian, Bisexual, and Transgender Round Table; other ACRL sections; and/or science librarian bootcamps to co-host programs	67.21%	41	21.31%	13	8.20%	5	3.28%	2	61

2. Promote STS events to ethnic caucuses; the Gay, Lesbian, Bisexual, and Transgender Round Table; other ACRL sections; and other groups to try and increase the diversity of attendants	62.90%	39	32.26%	20	3.23%	2	1.61%	1	62
3. Identify the relevant existing programs in library world that support equity, diversity, and/or inclusion (e.g., ALA Spectrum Scholars, ARL Kaleidoscope program) and encourage program participants to get involved in STS – for example, invite them to an annual 'About STS' Webinar and/or Council meeting	58.06%	36	33.87%	21	8.06%	5	0.00%	0	62

D) Education:

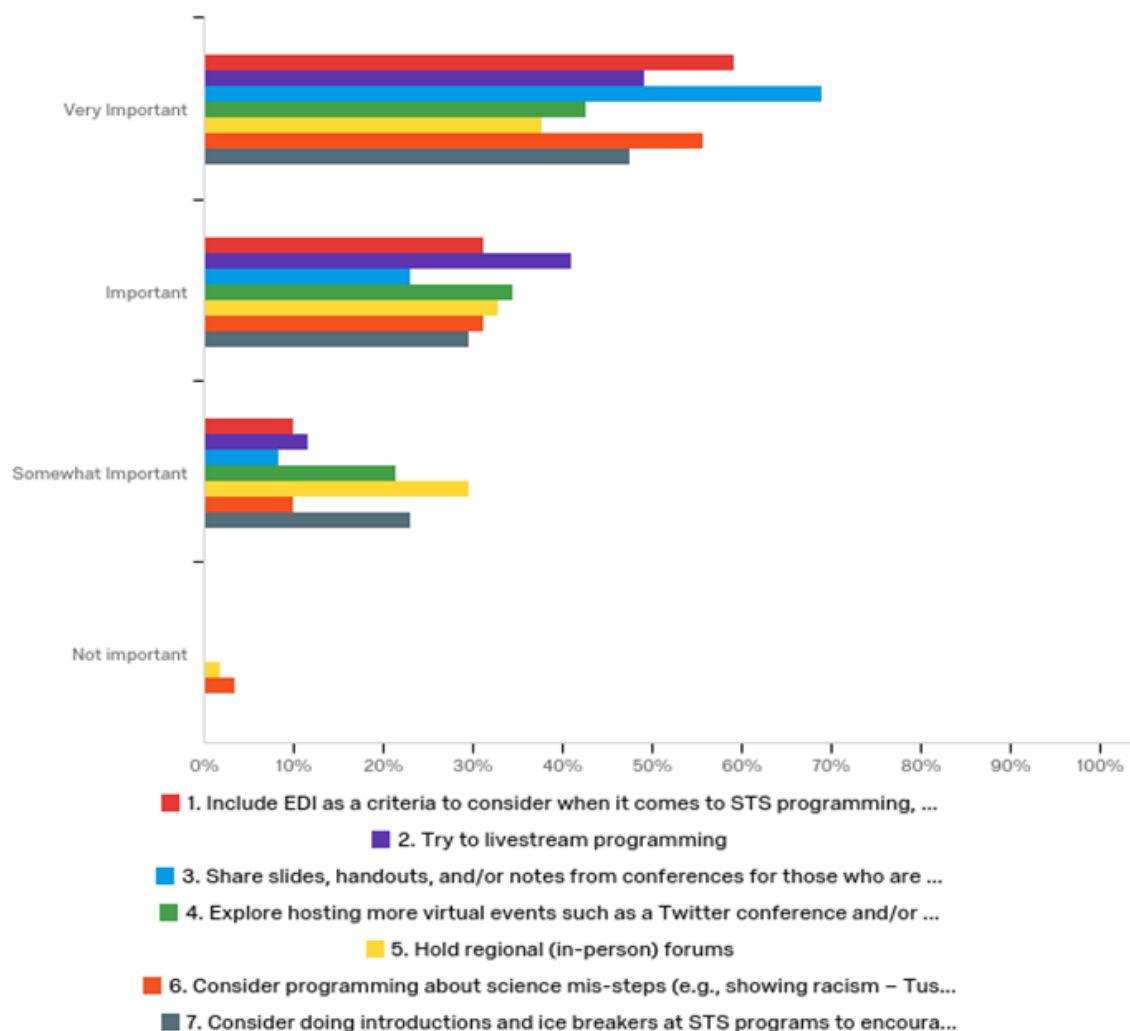


Question	Very Important		Important		Somewhat Important		Not important		Total
9. Hold a workshop/Webinar about how to recruit, hire, and retain diverse candidates	62.71%	37	27.12%	16	10.17%	6	0.00%	0	59

2. Regularly post to the STS-L listserv a summarization of current EDI research (or ideas to improve) to help librarians keep this on the front of their minds and to stay on top of what's happening	52.46%	32	27.87%	17	14.75%	9	4.92%	3	61
6. Hold a workshop/Webinar about implicit bias	45.90%	28	32.79%	20	16.39%	10	4.92%	3	61
8. Hold a workshop/Webinar about what cis and white people can do to decentralize cis and whiteness	45.90%	28	29.51%	18	18.03%	11	6.56%	4	61
5. Hold a workshop/Webinar about microaggressions	44.26%	27	29.51%	18	19.67%	12	6.56%	4	61
1. Gather together existing (ACRL/ALA/other) resources that can serve as an introduction to EDI – for example, books/Webinars/Web sites with definitions, discussions about EDI issues, a clearinghouse for EDI speakers, etc.	40.98%	25	36.07%	22	14.75%	9	8.20%	5	61

7. Hold a workshop/Webinar about what Allies (can) do	37.70%	23	37.70%	23	16.39%	10	8.20%	5	61
4. Hold a workshop/Webinar about the use of non-binary pronouns	34.43%	21	29.51%	18	27.87%	17	8.20%	5	61
3. Hold an EDI book club or online discussion group where participants can engage with others to learn more about and discuss EDI related issues	31.15%	19	31.15%	19	29.51%	18	8.20%	5	61

E) Programming:



Question	Very Important		Important		Somewhat Important		Not important		Total
3. Share slides, handouts, and/or notes from conferences for those who are unable to attend	68.85%	42	22.95%	14	8.20%	5	0.00%	0	61

1. Include EDI as a criteria to consider when it comes to STS programming, from identifying topics, selecting speakers, choosing paper and poster presentations, etc.	59.02%	36	31.15%	19	9.84%	6	0.00%	0	61
6. Consider programming about science mis-steps (e.g., showing racism – Tuskegee syphilis study)	55.74%	34	31.15%	19	9.84%	6	3.28%	2	61
2. Try to livestream programming	48.39%	30	40.32%	25	11.29%	7	0.00%	0	62
7. Consider doing introductions and ice breakers at STS programs to encourage attendees to get to know each other	47.54%	29	29.51%	18	22.95%	14	0.00%	0	61

4. Explore hosting more virtual events such as a Twitter conference and/or e-Forums	43.33%	26	35.00%	21	21.67%	13	0.00%	0	60
5. Hold regional (in-person) forums	37.10%	23	32.26%	20	29.03%	18	1.61%	1	62

GLOSSARY

ALA, American Librarian Association

ACRL, Association of College & Research Libraries

BCALA, Black Caucus of the American Library Association

EDI, Equity Diversity Inclusion

IDEA, Inclusion Diversity Equity Access

ODLOS, Office for Diversity, Literacy, and Outreach Services

STEM, Science Technology Engineering Mathematics

STS, Science & Technology Section

YALSA, Young Adult Library Services Association

ACKNOWLEDGEMENTS

The Task Force gratefully acknowledges the assistance and contributions of Lori Bronars, John Meier, and Kara Whately to this report.

EBD #12.30
2019-2020

TO: ALA Executive Board

RE: ALA Membership Report

ACTION REQUESTED/INFORMATION/REPORT:
Information report

ACTION REQUESTED BY:
Melissa Walling, CAE, IOM, Director, Member Relations & Services

CONTACT PERSON:
Melissa Walling, mwalling@ala.org, ext. 2159

DRAFT OF MOTION:
N/A

DATE: January 6, 2020

BACKGROUND:
Report on membership dues and budget performance during the first quarter of FY20.

ATTACHMENTS:
Report on membership dues and budget performance.

FY20 Membership Key Activities and Focus Areas

The key drivers of dues revenue are membership retention, recruitment and engagement. In the area of **membership retention**, we conducted a pilot with an outside firm to conduct personal phone calls to unpaid members prior to their membership lapsing. We contacted nearly 1,500 members who were in their final month of membership and 13.6% of them ended up renewing. We are going to do a second pilot in February before we determine whether this pilot will continue. We are also piloting sending renewal emails to our joint student members via Informz instead of Outlook which gives us behavioral analytics currently not available to us. Lastly, we are continuing our work with IT to expand installment and auto-renewal options.

With membership engagement, a new navigation menu launched on the ALA Connect website in November 2019. This new menu serves personalized features such as “join” information for non-members on the site which has started us moving in the direction of a personalized ALA Connect. Plans are also underway for a virtual membership orientation this spring to familiarize members with their benefits and how to access them. **For membership recruitment**, the APA Salary Survey as a member benefit gives us a new opportunity to contact lapsed members and prospective members to encourage them to join. As mentioned in the October board meeting, we will work closely with the Public Policy & Advocacy Office as well as other units across ALA to encourage member prospects to join the organization. Once we have marketing automation in place in 2020, we can use drip marketing campaigns to contact these prospects.

Membership Messaging

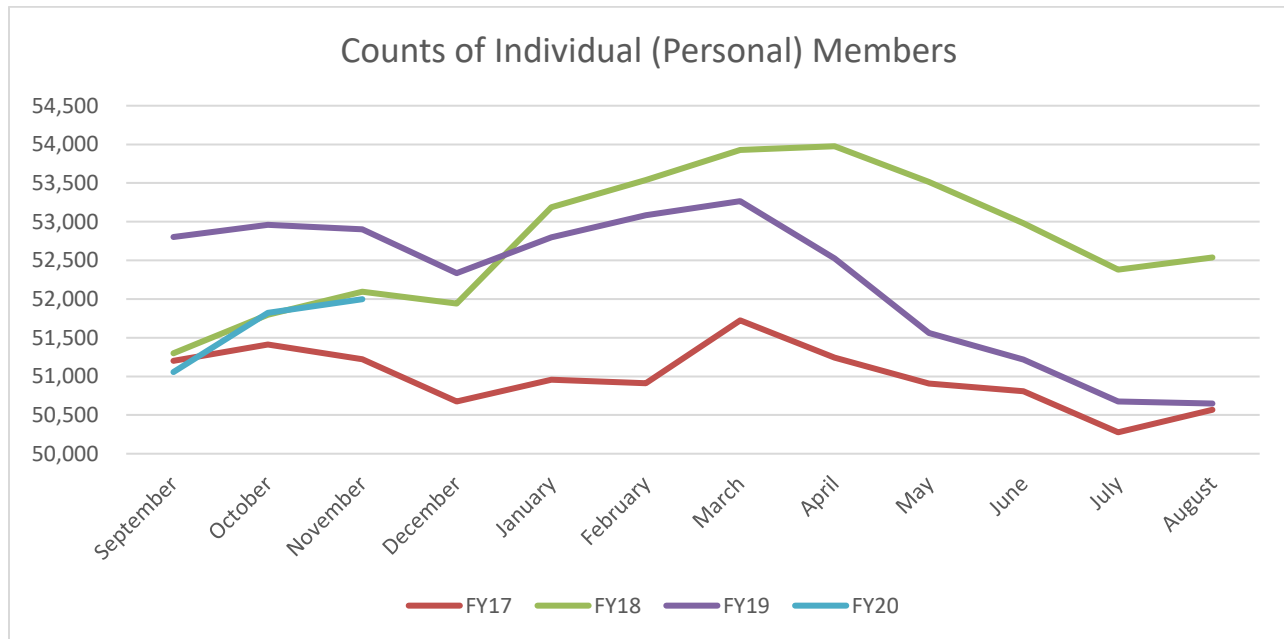
In September, a cross-functional staff group participated in a brainstorming session on membership value messaging led by Stephanie Hylwak, Director, Communications and Marketing Office. The result of this brainstorming session, combined with the results of the Avenue M study, we have a new elevator pitch and membership value proposition. These will be presented to the Member Promotions Task Force for feedback at Midwinter.

Membership Model Update

After the October board meeting, I led a discussion with the Membership Committee and the Division Executive Directors on the two new models that are under consideration (Current and Enhanced, and Two Tier). The general consensus is that we are on the right track, and there remain outstanding questions about the financial analysis and the benefit structure with this simplified model. The Membership Committee is discussing the member benefits during this committee meeting at Midwinter which will inform the financial analysis. It remains imperative that we collapse the number of ALA membership categories to align with our organizational goals and to start to minimize the complexity of IT integrations.

Individual Memberships:

We are closing the first quarter with 51,998 personal (individual) members and 57,331 total members. While this is a 1.71% decline in individual members from this time last year, a more accurate comparison is to November 2017 because of the Division conference cycle. This comparison reflects a slight decrease in individual members of 95 which means we are relatively flat. Our largest area of growth remains student members which now represent 17% of individual members.



Organizational and Corporate Memberships:

In comparison to FY18, we have a 5.7% increase in organizational members and an 11% decrease in corporate members (19 members). The largest area of increase in organizational members is in our UNITED members with slight increases and decreases across the other library types. Our corporate membership decrease is primarily with our general corporate contributor membership.

Division Memberships:

At the end of the first quarter, we have 51,291 division members* which is a steady increase in division membership since the fiscal year began. We had a 0.5% increase in division membership this month, and we had five divisions with growth this month. The top three divisions with growth were PLA with 4.3%, UNITED with 2.6% and LLAMA with 0.6%.

	ALA	AASL	ACRL	ALCTS	ALSC	ASGCLA	LITA	LLAMA	PLA	RUSA	UNITED	YALSA	Total
Aug. 2019	56,049	7,290	10,157	3,072	3,950	914	2,134	3,555	7,893	2,798	4,251	4,299	50,313
Sept. 2019	56,444	7,390	10,158	3,064	3,962	897	2,109	3,577	8,261	2,778	4,244	4,307	50,747
Oct. 2019	57,038	7,454	10,147	3,050	3,962	875	2,093	3,564	8,726	2,753	4,067	4,310	51,001
Nov. 2019	57,331	7,338	10,111	3,051	3,938	875	2,100	3,584	9,098	2,750	4,171	4,275	51,291
1 Month Trend	0.5%	-1.6%	-0.4%	0.0%	-0.6%	0.0%	0.3%	0.6%	4.3%	-0.1%	2.6%	-0.8%	0.6%

Round Table Memberships:

Round Tables have also experienced growth since the beginning of the year, and we now have 18,166 round table members*. We had a 1% increase in round table membership this month with 11 of the round tables increasing in membership. The largest growth areas were EMIRET which grew by 5.2%, GNCRT by 4.9% and FMRT by 3.2%.

	ALA	EMIERT	ERT	FMRT	GAMERT	GNCRT	GODORT	IFRT	IRRT	LEARNRT	LHRT
Aug. 2019	56,049	954	374	664	745	788	544	1,250	1,582	417	431
Sept. 2019	56,444	947	373	686	739	835	537	1,234	1,551	419	424
Oct. 2019	57,038	943	368	682	731	875	532	1,242	1,553	421	429
Nov. 2019	57,331	992	362	704	732	918	531	1,236	1,548	425	436
1 Month Trend	0.5%	5.2%	-1.6%	3.2%	0.1%	4.9%	-0.2%	-0.5%	-0.3%	1.0%	1.6%

LIRT	LRRT	LSSIRT	MAGIRT	NMRT	RMRT	RRT (GLBTRT)	SRRT	SORT	SUSTRT	Total
1,784	1,311	418	266	1,426	321	1,457	1,872	188	1,141	17,933
1,775	1,316	411	268	1,439	313	1,447	1,890	189	1,149	17,942
1,783	1,319	409	267	1,441	313	1,435	1,891	191	1,170	17,995
1,762	1,317	408	265	1,435	321	1,463	1,916	193	1,202	18,166
-1.2%	-0.2%	-0.2%	-0.7%	-0.4%	2.6%	2.0%	1.3%	1.0%	2.7%	1.0%

**these numbers reflect memberships, not members. This means that those who hold multiple memberships are counted in each division or round table.*

ACRL Active Task Force Status Report

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

<p>ACRL/ALA/ARL IPEDS Task Force</p>	<p>Charge: To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2020 and 2021 survey cycles; to develop definitions for and refine instructions regarding shared collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.</p>	<p>Co-chairs: Robert Dugan & TBD by ARL</p> <p>Board Liaison: n/a</p> <p>Staff Liaison: Mary Jane Petrowski</p>	<p>AC 2022: Final report due.</p> <p>AC 2021: Interim report due.</p> <p>October 2019: Board approved Task Force extension and new charge/timeline.</p> <p>Fall 2017 Initial Task Force established</p>	<p>November 2019: Appointments completed.</p> <p>Fall 2019: Appointments underway.</p> <p>Annual 2019: final report submitted to Board.</p> <p>April 2019: Task Force prepared a press release that will be issued on April 23, 2019, to alert the field that the US Department of Education seeks comments on IPEDS changes by May 20, 2019.</p> <p>December 2018: Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year.</p> <p>Fall Board Meeting 2018: interim report submitted.</p> <p>Fall 2018: One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board.</p> <p>Summer 2018: The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>and e-serials will be incorporated into the 2020 IPEDS Academic Library Component along with improved counts for professional staffing.</p> <p>The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019.</p> <p>The Task Force completed edits to the 2017 survey instruction on May 16, 2017. Christopher Cody will recommend to NCES that these changes be incorporated into the 2017 IPEDS Academic Library Component.</p> <p>Spring 2017: The co-chairs and staff liaisons held two conference calls, including one on March 28, 2017 with the Chris Cody, IPEDS Academic Library Component director to refine scope of work. Reports from the ACRL 2016 survey and IPEDS surveys have been compiled to identify issues.</p> <p>Fall 2017: At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.</p>

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

Diversity Alliance Task Force	<p>Oversee the Diversity Alliance, serve as champions of the program, build relationships and investigate partnerships with appropriate ACRL and ALA groups, and propose future directions, including governance, to the ACRL Board of Directors.</p>	<p>Chair: Jon E. Cawthorne</p> <p>Board liaison: April Cunningham</p> <p>Staff liaison: Mary Ellen K. Davis, Allison Payne</p>	<p>Annual 2016: Task Force established. Extended through AC 2020</p>	<p>Midwinter 2020: Board will review a report from the task force chair.</p> <p>Annual 2019: meetup held AC19.</p> <p>ACRL 2019 Conference: Diversity Alliance resident meetup with Spectrum Scholars. Hosted “Taking Charge of Your Narrative” preconference.</p> <p>Midwinter 2019 Board action request for a one-year extension through June 30, 2020.</p> <p>Task Force meetup scheduled for MW19.</p> <p>Fall 2018 TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other benefits for DA members. TF chair and ED presented at EDUCAUSE about contemporary library and were able to highlight the Diversity Alliance in the presentations.</p> <p>June 2018 The task force held a virtual meeting in advance AC18 to discuss future initiatives and the ACRL Residency Interest Group’s proposed charge that</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>the Board will take action on at AC18. The group also discussed other initiatives to undertake. Overall, the task force supported the proposed charge.</p> <p>May 2018 ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI.</p> <p>January-February 2018 Jon Cawthorne and John Culshaw provided an update at Midwinter to the Leadership Council and the Board. The DA meet-up for Deans, Directors, and Resident Coordinators was held on Sunday, Feb. 11 from 9-10 AM. Work has started on a LibGuide for Diversity Alliance residencies and an overview webinar to be delivered in the Spring. The ACRL 2019 Preconference Institute is in the planning stages, led by Leo Agnew. UNC-G is preparing an IMLS grant to cover two additional Resident Institutes for Diversity Alliance Residents.</p> <p>July-September 2017: Diversity Alliance held their first gathering at Annual and decided to continue this</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>practice at future Midwinter and Annual conferences Diversity Alliance Task Force proposed and supported the idea of a Diversity Alliance Institute preconference for ACRL 2019. A working group has been formed to begin planning.</p> <p>Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions.</p> <p>May–June 2017: Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p>February–April 2017: Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.</p> <p>December 2016/January 2017: Advised on questions received. Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p> <p>Fall 2016: appointments completed by Irene Herold.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				Annual Conference 2016: task force approved by Board.

Task Force	Charge	Leadership	Timeline	Status Notes
Impactful Scholarship and Metrics Task Force	To create a new ACRL framework that recommends effective practices regarding the evaluation of academic librarian scholarship that supports librarians in a variety of academic appointments, with differing scholarly expectations, while acknowledging and encouraging impactful scholarship venues within academic librarianship. The task force will gather input from the community, share a draft for feedback, and make revisions, following ACRL's Guide to Policies and Procedures Chapter 14.5 Procedures for Preparation of New Standards, Guidelines, and Frameworks.	Chair: Rachel Borchardt Board liaison: Cinthya Ippoliti Staff Liaison: Erin Nevius	Date final draft is submitted to ACRL Standards Committee: ALA Annual Conference 2020 Date draft framework is circulated for public feedback: ALA Midwinter 2019 Date interim report is due: ALA Annual Conference 2018 but report will be provided for Fall Board/Exec. 2018	June 2019: Feedback on draft framework closed COB June 3; Task Force is revising. Apr. 2019: The Task Force presented a panel at the ACRL Conference to discuss the draft framework. Mar. 2019: Draft framework circulated online for public feedback, due by COB Monday, June 3, 2019. The draft framework will be discussed at the Task Force's panel presentation at the ACRL Conference, "Recast Your Scholarly Narrative: a new model for the evaluation of academic librarian scholarship," and the call for feedback will appear in the May issue of <i>C&RL News</i> . Fall Board Meeting 2018: Interim report submitted. Oct.-Nov. 2018: Task Force is analyzing the survey results; also creating a rubric to evaluate promotion and tenure manuals collected by the Task Force and submitted by survey respondents from a variety of institutions to discern the range of scholarly expectations librarians currently face, including the level of granularity for research output type

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>and relative weightedness of outputs, and/or impact metrics.</p> <p>Sept.-Oct. 2018: A librarian survey regarding scholarly expectations for academic librarians along with current practice and opinions of academic librarianship scholarship was launched in September 2018 and closed October 5 with 514 responses.</p> <p>Aug. 2018: Panel proposal to the ACRL 2019 conference accepted for introduction, discussion, and feedback on the Framework.</p> <p>March-May 2018: The Task Force has met monthly and broken the work into three subteams: College/University Scholarly Expectations; Librarian Survey; and Metrics, Disciplinary, and Literature Review. Task Force submitted a proposed session for ACRL 2019 on their work, as they expect to have the draft framework completed in advance of the Conference.</p> <p>March 2018: The Task Force held their first virtual meeting on March 22nd. The first in-person meeting is booked for the 2018 ALA Annual Conference on Sunday, June 24th, from 1pm to 2pm. There is still one outstanding</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>appointment to the Task Force in the works.</p> <p>January 2018: Appointment offers sent to potential Task Force members.</p> <p>2017 Fall Board Meeting: Task Force established.</p>

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

<p>ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries</p>	<p>To update and revise the existing Statement on Access to Research Materials in Archives and Special Collections Libraries.</p>	<p>Board liaison: Kelly Gordon Jacobsma</p> <p>Staff liaisons: David Free</p>	<p>Final report due: 2019 ALA Annual Conference</p> <p>Interim report due: 2019 ALA Midwinter Meeting</p>	<p>Midwinter 2020: Document submitted for Board approval.</p> <p>Fall 2019: Revision process is underway and a virtual vote is expected in late 2019 or at MW2020.</p> <p>Annual 2019: The draft revision will be considered by RBMS Executive Committee at ALA Annual. If approved, it will move along to the ACRL Standards Committee and the ACRL Board. The draft is also moving through the SAA approval process as well. The TF anticipates that their work will be completed not long after AC19, so doesn't feel that they need to be extended for another term.</p> <p>Winter 2019: A draft revision is scheduled to be released for public comment in January 2019 prior to Midwinter. The TF is also collecting comments at its meeting in Seattle.</p> <p>Spring 2018: Still working on revising the statement.</p> <p>Winter 2018: The task force was appointed in Fall 2017 and has begun work on revising the statement.</p> <p>2017 September/October: RBMS Executive Committee sent a call for</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>volunteers and will appoint members by early October.</p> <p>2017 Annual Conference: The Board approved this task force and charged the RBMS Executive Committee to appointment task force.</p>

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ALA Midwinter Meeting 2020 ACRL Division-level Committee Agendas

Committees
ACRL 2020 President's Program Planning Committee
ACRL 2021 Coordinating Committee
Academic/Research Librarian of the Year Committee
Equity, Diversity and Inclusion Committee
Excellence in Academic Libraries Awards Committee
Immersion Program Committee
Information Literacy Frameworks and Standards Committee
Leadership Recruitment and Nomination Committee
Membership Committee
Section Membership Committee
New Roles and Changing Landscapes Committee
Professional Values Committee
Publications Coordinating Committee
ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board
<i>Academic Library Trends and Statistics Survey</i> Editorial Board
C&RL Editorial Board
C&RL News Editorial Board
CHOICE
New Publications Advisory Board
Project Outcome for Academic Libraries Editorial Board
Publications in Librarianship Editorial Board
<i>Resources for College Libraries</i> Editorial Board
Research Planning and Review Committee
Student Learning and Information Literacy Committee
Value of Academic Libraries Committee

2020 ACRL President's Program Committee

Virtual Meeting Agenda
January 21, 2020
2:00 pm – 3:00 pm (Pacific)

Anne-Marie Deitering, Chair

Zoom Login:

Join Zoom Meeting

<https://oregonstate.zoom.us/j/842709767>

Phone Dial-In Information

+1 669 900 6833 US (San Jose)

+1 929 205 6099 US (New York)

Meeting ID: 842 709 767

Join by Polycom/Cisco/Other Room System

842709767@zoomcrc.com

Meeting Agenda:

1. Speaker update (10 minutes)

AMD will give an update of speaker logistics. Megan Griffin will be here to answer questions as well.

2. Revisit communication plans (10 minutes)

It seems like people are sending backup emails to make sure that discussion items, etc. are seen by everyone. Is Slack working for us?

3. Twitter chats debrief (20 minutes)

4. Planning for any other events/materials to be completed before Annual (15 minutes)

We have talked in the past about providing supporting materials, leading additional twitter chats, etc. Some materials have been shared in the last few weeks – I'm collecting them here for convenience:

- <https://leavingevidence.wordpress.com/2019/12/18/how-to-give-a-good-apology-part-2-the-apology-the-what-and-the-how/>
- <http://blackyouthproject.com/we-need-to-make-proactive-accountability-regular-praxis-in-organizing-and-beyond/>

5. Action item check (5 minutes)



ACRL 2021 Coordinating Committee

Sunday, January 26, 1:00 – 2:00 p.m.
Loews Hotel, Howe Room

Beth McNeil, Chair

1. Welcome and introductions (10 minutes)

2. Conference Updates (10 minutes)

- Component committees - Component committees can meet immediately following this meeting in the Commonwealth D Room. We have the room from 2:30 – 3:30 p.m. The majority of component committees are not meeting in person at Midwinter but space is available for those who are.
- Call for Participation - The Call for Participation was mailed in the November issue of *C&RL News* and is also on the website. New additions include an [Equity Statement and Participation Limits](#). Encourage your colleagues to submit proposals, especially those from underrepresented groups or underrepresented topics.
- Registration - Registration will open in May 2020 which will allow individuals with fiscal years ending in June 202- to pay fees out of this fiscal year. Housing and scholarship applications will also be available at this time. Preconference registration will be announced and available in September 2020.
- Exhibits – To date, 208 booths have been sold representing 105 companies

3. Component Committee updates/reports/questions (40 minutes).

What's on your mind about where you are? Do you have questions/observations that would benefit from discussion at this meeting?

FYI: The list below identifies tasks your component committee should be working on/thinking about at this time.

"Spring" Proposals: Contributed Papers, Panel Sessions, Preconference, Workshop committees:

- Evaluation criteria/rating form due to ACRL by April 3, 2020.
- Deadline for submissions is May 8, 2020. Proposals need to be selected by July 17, 2020.
- Committees should be thinking about selection criteria and process. Keep in mind that this is a blind review process and think about the overall balance of programs.
- Help promote Call for Participation via colleagues, discussion lists, etc. We especially want to encourage submissions on underrepresented topics.

"Fall" Proposals: Lightning Talks, Poster Sessions, Roundtable Discussions, TechConnect, Virtual Conference Webcasts:

- Evaluation criteria/rating form due to ACRL by September 11, 2020.
- Deadline for submissions is October 9, 2020. Proposals need to be selected by December 11, 2020.

- Committees should be thinking about selection criteria and process. Keep in mind that this is a blind review process and think about the overall balance of programs.
- Help promote Call for Participation via colleagues, discussion lists, etc. We especially want to encourage submissions on underrepresented topics.

Colleagues:

- Continue donor asks
- Identify potential new donors, any local companies we should approach?

Innovations:

- Finalize short list of innovations to accomplish
- Determine task groups and next steps for each

Invited presentations:

- Discuss top contenders for invited presenters so we can invite speakers in March-April.
- Draft short descriptive blurb about what specifically they would like the speaker to address.
- Staff will issue speaker agreements.

Keynote speakers:

- Decide on top contenders (and back-ups) in priority order for keynote presentations. We need to confirm speakers in March-April. Staff will work with the speakers bureau to negotiate/confirm speaker contracts.
- Draft short descriptive paragraph about what specifically they would like the speaker to address.
- Begin thinking about who will write and give speaker introductions.

Local arrangements:

Update submitted in absentia: The Local Arrangements committee chaired by John Danneker and Christie Flynn is well underway. They have met several times and reviewed and are currently planning some additional content for the Seattle portion of the conference website, exploring potential local service projects, and planning the Seattle article series for C&RL news that will begin this fall.

- Confirm individual(s) to write series of articles for *C&RL News*
- Discuss logistics for restaurant map and restaurant night
- Discuss how to update FAQ

Scholarships:

Update submitted in absentia: The Scholarships Committee, chaired by Twanna Hodge and Lisa Stillwell, is well underway and is working to make the Conference Scholarships program more equitable and inclusive for applicants after identifying some barriers of eligibility. After conducting a review of the existing criteria, the committee is moving forward with a number of changes to the application process, including:

- Broadening the window of eligibility to include recent graduates not yet in their first librarian role and those in the academic and research library community who are between employment.
 - Changing the application process to shift from separate application funnels based on category to a single funnel where applicants may self-sort within the application.
 - Removing the requirement of ACRL membership for all applications (previously required for most) with the hope of introducing more non-members to the ACRL community, while still making ACRL membership a preferred criteria.
- Finalize application questions for each scholarship
 - Decide on grading groups and discuss norming practice
 - Decide on rubric and update document if necessary

Virtual Conference:

- Discuss other features to include in the VC community (podcasts, video interviews, etc.).

Academic/Research Librarian of the Year Award Committee

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

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

Agenda:

- I. Introductions
- II. Deliberate on nominations for the award
- III. Select a recipient
- IV. Adjourn

Equity, Diversity and Inclusion Committee

Virtual Meeting Conference Call – January 8, 2020

Derrick Jefferson, Chair

Mary Beth Lock, Vice-Chair

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

Agenda:

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

Excellence in Academic Libraries Awards Committee

Meeting Agenda

January 10, 2020

8:00 am – 9:00 am (pacific)

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

Zoom Login:

Topic: ACRL Excellence in Academic Libraries Meeting

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

Join Zoom Meeting

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

Phone Dial-In Information

+1 669 900 6833 US (San Jose)

+1 929 205 6099 US (New York)

Meeting ID: 986 262 644

Meeting Agenda:

Select the award winners in the College and Community College categories using guideline criteria.

ACRL Excellence in Academic Libraries Award Criteria

1. Demonstrate how academic librarians and staff work together as a team to develop an academic library that is outstanding in furthering the educational mission of its parent institution.
2. The criteria for recognizing excellence will emphasize "outcomes" rather than "inputs" as the best measures of quality. "Outcomes" are defined by the [ACRL Task Force on Academic Library Outcomes](#) and reflected in the philosophy of [Standards for Libraries in Higher Education](#). Potential nominees are referred to these documents. An academic library may demonstrate excellence as a team of librarians and staff in furthering the educational mission of its institution through one or more of the following, or in other ways that reflect the purpose and philosophy of this award:
 - Creativity and innovation in meeting the needs of their academic community.
 - Leadership in developing and implementing exemplary programs that other libraries can emulate.
 - Substantial and productive relationships with classroom faculty and students.

Using the scoring information for the top 4 contenders in the University category identify the top 2 Universities for consideration.

Next Meeting:

January 13, 2020, 10:00 am – 11:00 am (pacific) translate into your own time zone if needed.

Other:

Excellence in Academic Libraries Awards Committee

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

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

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

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

Join Zoom Meeting

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

Phone Dial-In Information

+1 669 900 6833 US (San Jose)

+1 929 205 6099 US (New York)

Meeting ID: 935 517 035

Join by Polycom/Cisco/Other Room System

935517035@zoomcrc.com

Meeting Agenda:

Continue deliberations on 2020 top 2-3 University category for the award.

ACRL Excellence in Academic Libraries Award Criteria

1. Demonstrate how academic librarians and staff work together as a team to develop an academic library that is outstanding in furthering the educational mission of its parent institution.
2. The criteria for recognizing excellence will emphasize "outcomes" rather than "inputs" as the best measures of quality. "Outcomes" are defined by the [ACRL Task Force on Academic Library Outcomes](#) and reflected in the philosophy of [Standards for Libraries in Higher Education](#). Potential nominees are referred to these documents. An academic library may demonstrate excellence as a team of librarians and staff in furthering the educational mission of its institution through one or more of the following, or in other ways that reflect the purpose and philosophy of this award:
 - Creativity and innovation in meeting the needs of their academic community.
 - Leadership in developing and implementing exemplary programs that other libraries can emulate.
 - Substantial and productive relationships with classroom faculty and students.

Next Meeting: (if needed)

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

Other:

Excellence in Academic Libraries Awards Committee

Meeting Agenda
January 22, 2020
8:00 am – 9:00 am (pacific)

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

Zoom Login: Middleton, Cheryl Ann is inviting you to a scheduled Zoom meeting.
Topic: ACRL Excellence in Academic Libraries Meeting
Time: Jan 22, 2020 08:00 AM Pacific Time (US and Canada)

Join Zoom Meeting
<https://oregonstate.zoom.us/j/303135130>

Phone Dial-In Information
+1 669 900 6833 US (San Jose)
+1 929 205 6099 US (New York)

Meeting ID: 303 135 130

Join by Polycom/Cisco/Other Room System
303135130@zoomcrc.com

Meeting Agenda:

Continue deliberations on 2020 top 2-3 University category for the award.

ACRL Excellence in Academic Libraries Award Criteria

1. Demonstrate how academic librarians and staff work together as a team to develop an academic library that is outstanding in furthering the educational mission of its parent institution.
2. The criteria for recognizing excellence will emphasize "outcomes" rather than "inputs" as the best measures of quality. "Outcomes" are defined by the [ACRL Task Force on Academic Library Outcomes](#) and reflected in the philosophy of [Standards for Libraries in Higher Education](#). Potential nominees are referred to these documents. An academic library may demonstrate excellence as a team of librarians and staff in furthering the educational mission of its institution through one or more of the following, or in other ways that reflect the purpose and philosophy of this award:
 - o Creativity and innovation in meeting the needs of their academic community.
 - o Leadership in developing and implementing exemplary programs that other libraries can emulate.
 - o Substantial and productive relationships with classroom faculty and students.

Next meeting: (TBD)

Other:

Immersion Program Committee

Greetings!

The ACRL Immersion Program Committee will meet Tuesday, December 10, at 11 a.m. eastern via zoom. Please see the below agenda, which includes connection information.

All the best,

Anne Behler, Committee Chair

ACRL Immersion Committee Meeting Agenda

Zoom

December 10, 2019, 11 a.m. eastern

1. Immersion Scholarship Review
1. Firm up rubric
2. Review questions
3. Establish reviewers' group & Deadlines
2. ACRL 2021 Conference Program possibility
1. Discuss feasibility
2. Potential topic(s)
3. Working group to carry forward
3. Other items?

Anne Behler

Information Literacy Librarian & Instruction Coordinator

Pennsylvania State University

Information Literacy Frameworks and Standards Committee

Virtual Midwinter Meeting
February 3rd, 2020 via Zoom

Emily Drabinski, Chair
Caitlin Elizabeth Plovnick, Vice-Chair

Agenda

1. Updates from liaisons
2. Update on EDI language and submission process for checklist and tip sheet
3. Planning for Spring virtual event
4. New business

Leadership Recruitment and Nomination Committee

Updated Virtual Meeting Agenda

1/9/2020 9 a.m. Pacific

Sarah E. McDaniel, Chair
Steven M. Adams, Vice-Chair

Zoom Meeting Link: <https://fresnostate.zoom.us/j/2760777639> (see below for backup plan)

Note Taker Rotation: Completed turns indicated with ~~strikethrough~~, thank you! Next person who is a) present and b) has a device set up to take notes in real time is the note taker.

Adams, Cawthorne, Hepburn, Hutto, Martinez-Garcia, ~~McDaniel~~, Michalak, ~~Minkin~~, Moronta, Rivera

1. Introductions: Diana, Rachel, Alex, Peter, Sarah

- a. Name and pronouns
- b. Something fun you did over break
- c. Please list the email address you would like to use for our private Google Drive Folder below. I will provide access to the spreadsheets there so that we can view together during our meeting, since the Connect access is many clicks.
 - i. sarahmcdaniel@csufresno.edu she/her/hers
 - ii. phepbu@gmail.com
 - iii. minkinr@msu.edu
 - iv. alexriv@umich.edu
 - v. lmoronta@nyit.edu (she/her/hers)

2. Instructional Memo and Supporting Documentation - [Review Timeline](#)

<https://drive.google.com/file/d/15DzBOhgWz28SRcaO39oxydH0xpS2f17/view?usp=sharing>

3. Updates on action items from December meeting

- a. Proactive recruitment spreadsheet
- i. Action: Sarah consults with ACRL staff re: where to place a spreadsheet we can use to track individual recruitments
- ii. Update: please use the form so that staff can prepare spreadsheet
 - b. Proactive recruitment small group
<https://docs.google.com/document/d/1BGCbx1Hm4SV0aoHycwl2KjFAQcqTs7qQA1zevv-7LiY/edit?usp=sharing>
- i. Action: group convenes before January meeting to advance process to reach out to individuals/groups who may be less frequently tapped for leadership opportunities, as well as terms of commitment and overall language used: Steven, Alex, Federico, any others?
- ii. Update:
 - c. VP Forum
 - .Action: Questions for VP candidates finalized and sent to candidates
 - i. Action: Sarah reaches out to ACRL staff to learn more about how the forum is promoted, to clarify audience and how we can help

ii. Updates:

- d. Action: Sarah sets future monthly meetings. Need help.
- 4. Review Initial List of Candidates for 2021 (posted in Connect)
- 5. Small group to identify proactive strategies - how can we support?
- 6. Prerecorded Online Forum with VP candidates - February 24th at 2 pm Central
- 7. New: IFLA Candidates (Megan's Email pasted in below)
- 8. Recap Action Items!

Action Item	Responsible	Due

Technical information:

- *If we encounter any technical issues, I will resend the link and post it here.*
- *If you need any accommodations, please let me know.*
- *We need a volunteer note-taker - please take notes in the agenda document*
- *Note: LRNC proceedings are confidential so this is a closed meeting*

IFLA

ACRL Section Leaders,

I'm writing to you concerning the nomination of ALA representatives to the International Federation of Library Associations (IFLA).

ACRL Sections are responsible for bringing forward nominations for the following IFLA Standing Committees:

1. Academic and Research Libraries (ACRL [CJCLS](#), [CLS](#), [ULS](#))**
2. Art Libraries (ACRL [Arts](#))
3. Rare Books and Manuscripts (ACRL [RBMS](#))
4. Science and Technology Libraries (ACRL [STS](#))
5. Social Science Libraries (ACRL [ANSS](#), [EBSS](#) & [PIRS](#))**

There is a 2021-2025 term vacancy in each the above IFLA Standing Committees to be filled, and the process starts soon!

My message today is intended to give your section an early notification that the full IFLA announcement will be distributed through ACRL media channels in March 2020, and the April issue of C&RL News will contain details as well.

More about the process

During the months of March and April 2020, ACRL will need your section's help to publicize the IFLA application process within your section. You are welcome to use the full announcement

that staff will distribute, and customize it to your unit's needs, in order for you to post it to section email lists, Web sites, ALA Connect, etc.

*Section chairs (or the section designate) will receive applications by the **May 1, 2020, deadline**. Sections will then review all applications and forward the candidate rank order to staff no later than **June 1, 2020**. Staff will then compile the information for the Leadership Recruitment and Nominations Committee's (LRNC) review.*

***For those IFLA categories above that reference more than one ACRL section (Academic and Research Libraries/Social Science Libraries), **each section will need to publicize** the announcement to their respective section email lists/outlets. Then, **these sections should work together** to compile all received applications, and decide on the rank order as a group.*

Choose the primary contact for your section – By January 31, 2020

In the past, the section chair has been listed as the primary contact for this process. However, the section chair is welcome to ask another member of the section executive committee to be the primary contact instead.

*If someone other than the section chair will be the main contact, please notify me of this information **no later than January 31, 2020**. This person's name and email will be publicized in various association outlets and it's imperative that we have the correct person listed for your section.*

The primary contact will be responsible for:

- *Posting the call for nominations to the section email list 2-3 times in March and April.*
- *Collecting the applications from your section members.*
- *Scheduling a virtual meeting in May to decide on the rank order of the candidates.*
- *Sending all the applications to ACRL staff, along with the candidate ranking, by June 1, 2020.*

Complete details about the process will be sent in early March. I will be your ACRL staff liaison for this process, and welcome any questions that you may have at this time.

Thank you,

Megan Griffin, Senior Program Officer

Membership Committee

2020 Midwinter Meeting

Date/Time: **January 28, 2020 01:00 PM Eastern Time** (US and Canada)

Location: Zoom Meeting, <https://Lenoir-Rhyne.zoom.us/j/297725305>

Dawn Behrend, Chair

Dominique Turnbow, Vice-Chair

1. Request someone to take minutes
2. Review of progress on work plan goals
(https://docs.google.com/spreadsheets/d/14h1_sjiFX4pHhgoCtRm8wBJthODxusGSJmvmiAb4Uto/edit#gid=0)
 - Report from Rachel and Dominique on Get Involved webcast
 - Report from Dawn, Rachel, and Ed for the October and November Academic Librarian webcasts
 - Updates from Heidi on her work on the Emerging Leaders LibGuide
3. Work plan goals-next steps:
 - Planning for ACRL 101 (Heidi and Jodie)
 - Planning for March (Laura and Jodie) and April (Brady and Jodie) Academic Librarian webcast
4. Follow up on initiative to document committee workflow to guide future work plan activities
5. Plans for ALA Annual (June 25-30, Chicago)
6. Updates from Mary Jane Petrowski
7. New Business
8. Brief visit from ACRL President and Vice President Elect Lynn Silipigni Connaway & Julie Garrison to introduce ourselves and answer any questions we might have.

Dawn Behrend

Instruction and Outreach Librarian

Lenoir-Rhyne University

828.328.7403 | dawn.behrend@lr.edu

Section Membership Committee

American Library Association
Association of College and Research Libraries
Agenda of the January 2020 “virtual” Midwinter Meeting
January 13 (Monday), 2020; 1:00 – 2:00 pm CT

Larayne J. Dallas, Chair
Shauna Borger Edson, Vice-Chair

<https://zoom.us/j/264186655>

1. Introductions.
2. Recap of the committee’s year so far.
3. Working on the committee’s charge.
4. Contributing to ACRL resources for students.
 - A Work Plan project.
 - From Mary Jane Petrowski: The ACRL Membership Committee has stewardship over the LibGuide for students, so they are reaching out to sections to request links to any materials, resources, etc. that sections might have developed for students. If sections haven’t developed anything, perhaps they might consider developing something, or add a link to the ACRL Student Member LibGuide to their web site.
 - See here: <https://acrl.libguides.com/earlycareer>.
 - Set a plan?
5. Sharing section communication templates.
 - A Work Plan project.
 - What helps members with adding materials?
6. Other topics.

<https://zoom.us/j/264186655>

Join Zoom Meeting

<https://zoom.us/j/264186655>

Meeting ID: 264 186 655

One tap mobile

+17207072699,,264186655# US (Denver)

+16465588656,,264186655# US (New York)

Dial by your location

+1 720 707 2699 US (Denver)

+1 646 558 8656 US (New York)

Meeting ID: 264 186 655

Find your local number: <https://zoom.us/u/ancw7hStR>

New Roles and Changing Landscapes Committee

**Virtual Midwinter Meeting
Friday, December 13, 2019
Connection Information Below**

Committee members

Jolie O. Graybill (Chair), Erin T. Smith (Vice-Chair), Dr. Amy Chen, Jennifer A. DeVito, Mrs. Amy Danielle Dye-Reeves, Dr. Mark Emmons, Beth Filar-Williams, Aliqae Geraci, Denise P. Hersey, Russell S. Michalak, Marilyn Myers, Cynthia Mari Orozco, Jocelyn T. Tipton, Erica Ann Watson, Theresa Westbrook, Michael Whitchurch, Jeanne R. Davidson, (Board Liaison), Erin Nevius (Staff Liaison)

Agenda

- Any conference conversations/inspiration on a new constellation?
- Logistics: Notetakers – December – Amy Chen
January -- tentatively Marilyn
- Other Items ??

BUSINESS:

- Chair discussion
- January Meeting discussion
- Committee Conversations/Updates:
 - OER RoadShow - Marilyn, Erin N., Jocelyn, Michael, Cynthia, new person?
 - Change Course - Erin S., Lis, Erin N., Mark
- Diversity Pipe Line Discussion
 - Highlight from First Job Group: Jolie, Mark, and Theresa
- Other groups? Status
- Continue brainstorm/conversation on Constellations
- Brainstorm new ideas and/or Activity 4 -- determining next new role to focus on
- Prior brainstorm of potential roles -
 - List of Roles, Services, Changes: NRCL (New Roles & Changing Landscapes Committee)
Erin N. added new link with membership stats for sections/interest groups for every year from ACRL's [Annual Reports](#)
- Who's on this group?

December 13th, 10-11:30 am CENTRAL TIME

Meeting Topic: ACRL New Roles and Changing Landscapes Committee Meeting

Time: 10:00AM-11:30AM Central Time

Join Zoom Meeting: <https://ala-events.zoom.us/j/717340124>

Dial-in option:

+1 929-436-2866

+1 669-900-6833

Meeting ID:
717 340 124

Additional meetings are scheduled:

- January 31
- February 28
- March 27
- April 24
- May 29
- June 27 (optional face-to-face Saturday ALA meeting)
- July 31

Professional Values Committee

Meeting Agenda

Monday, January 13, 2020, 11:00 a.m.-12:00 p.m.

Zoom Virtual Meeting

Peter Bremer, Chair

Tracy Elliott, Vice-Chair

1. Welcome
2. ACRL 2021 (April 14-17) Session Proposal Details
 - a. Review *Data Privacy: Libraries caught between a rock and a hard place* session proposal
 - b. Brainstorm potential panelists
 - c. Brainstorm possible committee co-sponsors
3. Discuss submitting *Open Access: The library commitment to social justice* to ACRL 2021
4. New Business

Publications Coordinating Committee

Virtual Meeting Agenda
January 23, 2020

Kristen Grace Totleben, Chair
Julia M. Gelfand, Vice-Chair

1. Welcome and introductions
2. Editors' updates (I'll write to editors to request for their updates to be placed in Connect with the agenda)
3. Updates and Announcements
 - A. Search process for next C&RL editor (David)
 - B. 2020 ALA Annual program update (Julia)
 - C. 2019-2020 PCC work plan review (Kristen)
4. Discussion on history and current process for upcoming virtual votes for board appointments

ACRL/LLAMA Interdivisional Academic Library Facilities Survey Editorial Board

December 11, 2019
Midwinter Meeting

Anne Marie Casey, Co-Chair
Eric A. Kidwell, Co-Chair

Agenda

1. Volunteer to take minutes
2. Final version of the survey demonstration – Carl
3. Volunteers to draft an invitation to participate in the survey
4. Questions/progress on the Research Guide Update
5. Meetings for spring – Doodle poll
6. Other

***Academic Library Trends and Statistics Survey* Editorial Board**

ALA Midwinter Meeting

January 26, 2020

8:30-10:00 am

Adrian K. Ho, Chair

Devin Savage, Vice-Chair

Loews Hotel Philadelphia, Franklin Room

1200 Market Street

Connection link:

Tentative Agenda

1. Update on the survey participation rate
2. HBCU's participation rate
3. Revised summary report template (if available)
4. Discussion of the trends questions for the 2020 survey
5. Update on the IPEDS Advisory Task Force
6. Update on the Editorial Board's forthcoming program and event
7. Potential questions to be added to future surveys (based on suggestions from last year)
8. Other business

C&RL Editorial Board

Virtual Midwinter Meeting – December 11, 2019

Wendi Arant Kaspar, Editor

Agenda

- 1) Update on journal activity
- 2) Meeting and other activities at Annual (Panel on Open Peer Review approved)
- 3) Discussion on how to foster more dialogue around the journal (role of social and editorial response)
- 4) Update on Book Review Editor Search (last item so the board member who is candidate can be excused)

C&RL News Editorial Board

2020 Midwinter Meeting Virtual Meeting Agenda

Wednesday, January 29th at noon Eastern / 11am Central / 10am Mountain

Heidi Steiner Steiner Burkhardt, Chair

BlueJeans : <https://bluejeans.com/6065406882>

If you'd prefer to call-in:

1) Dial: 1.888.240.2560

2) Enter the Meeting ID: 6065406882

Want to test your video connection?

<https://bluejeans.com/111>

Agenda:

- Introductions
- Adoption of agenda and appointment of recorder
- Editor's report and discussion, including:
 - Review of recent issues
 - Report on readership statistics and trends
 - Future covers and potential topics and authors
- Review of the [Annual Work Plan](#) (Connect file)
- Discuss steps to wrap up 2018 Readership Survey
 - [Raw data](#) (Connect file) - is packaged PDF, closed questions first, followed by open responses at the end
 - We need short write-up for our future selves
 - Is it worth coding the open responses?
- Annual Conference meeting
 - Decision about 2020 Annual Conference meeting (i.e., virtual or face-to-face)
- Other items of interest

Choice Editorial Board

AGENDA

2020 MIDWINTER MEETING

Tuesday, 21 January 2020, 12:00–13:30 ET
 Dial 712.775.7031
 Code: 289 227 070 #



Amanda L. Folk, Chair

(All times shown are Eastern Standard Time)

12:00 Preliminaries

Introduction Amanda Folk, Chair
 Appointment of Secretary. Amanda Folk
 Approval of Minutes of 24 June 2018 Meeting Tracy Coyne

12:10 Publisher's Report. Mark Cummings
 Editor and Publisher, Choice

- Mid-year Financials
- Review of Operations

12:30 Discussion: Bill Mickey, Editorial Director
 Choice Editorial Board

The Choice Blog: Topics and Editors

13:30 Adjournment

REPORTS AND ATTACHMENTS

1. Minutes of Editorial Board Meeting, 23 June 2019
2. Choice report to the Editorial Board (Mark Cummings)
3. Choice Plan for Excellence Activity Report, Nov-Dec 2019 (Mark Cummings)

NEXT MEETING

ALA Annual Conference, Sunday, 28 June 2020, 8:30–10:00, Chicago, Ill

New Publications Advisory Board

Virtual Midwinter Meeting

January 15, 2020

3pm Eastern / 2pm Central / 1pm Mountain / Noon Pacific

Connection Information Below

Committee members

Craig Gibson, Michael Levine-Clark, Susanne Markgren, Courtney McDonald, Roe McKernan, Gemmicka Piper, Lutishoor Salisbury

Attendees

To be added

Regrets

To be added

Agenda

1. Welcome and introductions
2. Appointment of a recorder
3. Update from Erin: Forthcoming titles, [Publishing website](#) update, etc
4. **New business**
 - a. Your conference and meeting plans for 2020
 - i. Discussion: what opportunities might this provide for identifying potential new authors?
 - ii. Discussion: Comfort level and feasibility of carrying marketing materials
 - b. Metrics
 - i. Discussion: What information or data might Erin be able to provide to this group to help us better understand ACRL's publishing program overall, identify gaps in list, evaluate new proposals?
 - ii. Discussion: Building on this, what sort of metrics might we want to provide to whom (PCC, ACRL Board, membership, etc.)? (Or, if you prefer: How might we take our metrics and turn them into an advertisement for our publishing program?)
 - c. New potential titles and/or authors
5. **Next meeting:** In-person at ALA Annual Chicago, Sunday June 28 8:30-10a, Hyatt Regency Chicago (Room TBD)
6. Adjournment

Connection Information

Topic: ACRL New Publications Advisory Board Virtual Midwinter Meeting
Time: Jan 15, 2020 01:00 PM Mountain Time (US and Canada)

Join Zoom Meeting
<https://cuboulder.zoom.us/j/3195417017>

Meeting ID: 319 541 7017

One tap mobile
+16699006833,,3195417017# US (San Jose)
+16465588656,,3195417017# US (New York)

Dial by your location
+1 669 900 6833 US (San Jose)
+1 646 558 8656 US (New York)

Meeting ID: 319 541 7017
Find your local number: <https://cuboulder.zoom.us/u/ad4ZFCMahj>

Join by SIP
3195417017@zoomcrc.com

Join by H.323
162.255.37.11 (US West)
162.255.36.11 (US East)
221.122.88.195 (China)
115.114.131.7 (India)
213.19.144.110 (EMEA)
103.122.166.55 (Australia)
209.9.211.110 (Hong Kong)
64.211.144.160 (Brazil)
69.174.57.160 (Canada)
207.226.132.110 (Japan)
Meeting ID: 319 541 7017

Project Outcome for Academic Libraries Editorial Board

Meeting date: Monday, February 3, 2020
Time: 11am-12pm Central Time (12pm ET / 10am MT / 9am PT)

Tiffany Garrett, Chair
Jennifer Arnold, Vice-Chair

Roster: <http://www.ala.org/acrl/aboutacrl/directoryofleadership/editorialboards/acr-poab>

Join Zoom Meeting: <https://ala-events.zoom.us/j/150645156>

Dial by your location: +1 929-436-2866 or +1 669-900-6833

Agenda

- I. Guidelines for new case studies
- II. Soliciting and developing new case studies
- III. AOB

Publications in Librarianship Editorial Board

ALA Midwinter Meeting TBD

Daniel Clark Mack, Editor

- Welcome
- Appointment of a recorder
- Discuss forthcoming titles:
 - *Developing the Next Generation of Library Leaders* (PIL 75) by Lori Birrell, publishing January 2020
 - *Stories of Open: Lived Experiences of Peer Review in LIS* (PIL 76) by Emily Ford, manuscript in December 2019
 - *Envisioning the Framework: A Graphic Guide to Information Literacy* (PIL 77) edited by Jannette L. Finch, manuscript due February 2020
 - *Predatory Publishing: A Practical Guide to Evaluating Publishers* (PIL 78) by Monica Berger
 - *Cultural Heritage and the Campus Community: Academic Libraries and Museums in Collaboration* (PIL 79), edited by Scott Walter and Julie Rodrigues Widholm
 - *The Rise of AI: Implications and Applications of Artificial Intelligence in Academic Libraries* (PIL 80), edited by Sandy Hervieux and Amanda Wheatley, manuscript due October 31, 2020
 - *Intersections of OER and Information Literacy* (PIL 81), edited by Elizabeth Dill and Mary Ann Cullen, manuscript due January 31, 2021
- Next steps for implementing open peer review (OPR)
 - *Stories of Open: Lived Experiences of Peer Review in LIS* (PIL 77) by Emily Ford will be the first PIL book to go through open peer review; manuscript came in December 2019, review to begin end of January 2020
 - *Envisioning the Framework: A Graphic Guide to Information Literacy* will be the second manuscript to undergo open peer review
- New topics and authors brainstorm
 - Book marketing ideas
- Adjournment

Resources for College Libraries Editorial Board

RCL Editorial Board
Meeting Agenda
ALA MW20



Thursday, December 5, 2019
1-2p PT | 2-3p MT | 3-4p CT | 4-5p ET

Tammera Marie Race, Chair

Join the meeting at: <https://ala-events.zoom.us/j/660469158>
(*see notes at bottom*)

PRELIMINARIES

Introduction..... Tammera Race, Chair
Appointment of Secretary Tammera Race
Minutes of June 23 and July 18, 2019 meetings..... Neal Baker, Tim Ream

RCL Project Editor's Report Anne Doherty

Financial Report.....Mark Cummings

DISCUSSION Board

- 2019-20 board work plan activities
 - Database testing
 - Editorial recruitment efforts
- Collection-level metrics and deselection criteria

Meeting Adjourns

REPORTS AND ATTACHMENTS

- A. MW20 meeting slide deck with project and financial report
- B. Editorial board 2019-2020 work plan (Board)
- C. Minutes from June 23rd and July 18th board meetings

NEXT MEETING

ALA Annual conference: Sunday June 28, 2020 from 8:30-10:00 AM in Chicago, IL

**Notes:* A stable internet connection and USB headset is recommended to connect to this meeting. We ask that you do not attempt to enter the meeting room more than 15 minutes before the start time. You will not be able to enter a meeting without first installing an add-in. Instructions on how to install can be found on ACRL's Virtual Meetings LibGuide:

<http://acrl.libguides.com/virtualmeetings/home>

Research Planning and Review Committee

Meeting January 2020
January 17, 2020
9:00 am PST

Allison Benedetti, Chair

Ginny Boehme, Vice-Chair

Zoom connection: <https://ucla.zoom.us/j/785218722>

Attendees:

Agenda:

- Welcome
- Check-ins and updates on section drafts (draft deadline is Monday)
- Troubleshooting (if needed)
- Other items

Student Learning and Information Literacy Committee

Midwinter Meeting Agenda

Sunday, January 26, 2020 — 4:00-5:30pm

Loews Hotel Philadelphia - 1200 Market Street; Jefferson Boardroom

ZOOM: <https://zoom.us/j/841435646>

Nicole E. Brown, Chair

Alex R. Hodges, Vice-Chair

PRE-READS

- [SLILC Midwinter Report](#)
- [SLILC Work Plan](#)

ANNOUNCEMENTS

- Leadership Council update
- Board update
- Kudos: New RoadShow in development - Scholarship of Teaching and Learning
 - Our own Melissa Mallon is a lead!
 - Timeline:
 - February 1, 2020: Curriculum design phase begins
 - ALA Annual 2020 (June): Draft curriculum due to SLILC for review and comment (this will be added to SLILC Work Plan)
 - August 31, 2020: Final curriculum delivered to SLILC and ACRL
 - Fall 2020: Pilot workshop (date and location TBD); call will be issued to hire additional presenters

AGENDA

EVENTS - REDUX - 20 minutes

What did we learn? What do we still need to know?

- *SLILC Forum*: 1/25/2020 - 10:30 AM - 11:30 AM; Loews Hotel Philadelphia - 1200 Market Street; Congress A; Round Tables of 10
 - Nicole & Melissa & Sara
 - Inclusive pedagogy - toward defining what it looks like.
- *IL Framework Professional Development*: 1/26/2020 - 9:00 AM- 10:00 AM; Loews Hotel Philadelphia - 1200 Market Street; Lescaze; Round Tables of 10
 - Meg & Cara & Alex
 - OER/Toolkit group — Discussion-based — focus on gathering ideas from the community.

TEAM REPORTS- 5-15 mins discussing work per Midwinter Report + Work Plan

- Engagement Team - Sara Miller (Lead) - 15 mins
 - Feedback and guidance on Work Plan task: “Collaborate with the ACRL Liaisons Assembly Committee to update the [IL Talking Points](#) on their guide “
 - Reflect: What works well? What’s missing?
 - Share suggestions.

- Note: Team is making progress, [here](#).
- Publications Team - Melissa Mallon (Lead) - 5-10 mins
 - What's going well?
 - Where do you need input or assistance?
- OER/Toolkit Team - Meg Meiman (Lead) - 5-10 mins
 - What's going well?
 - Where do you need input or assistance?
- Professional Development - Cara Berg (Lead) - 5-10 mins
 - What's going well?
 - Where do you need input or assistance?

FUTURE PLANNING

Engagement after Midwinter - 15 minutes

- Brainstorm:
 - Format - Webinar or webinar series, other ideas?
 - Content - Reprise MW events, other ideas?
 - Mechanisms for understanding who we are reaching (and not).

A.O.B.



Association of College and Research Libraries

Value of Academic Libraries Committee

Virtual Meeting

Friday, January 17, 2020, 1:00pm CST

Duration: 1 hour

Joining Instructions:

Meeting Name: ACRL Value of Academic Libraries Committee Virtual Meeting

Join Zoom Meeting URL: <https://ala-events.zoom.us/j/874974306>

Committee Roster:

Jill Becker (Chair, July 1, 2019, to June 30, 2020)

Dr. Amanda L. Folk (Vice-chair, July 1, 2019, to June 30, 2020)

Ryan F. Buller (Member, July 1, 2018, to June 30, 2020)

Dr. Rebecca Croxton (Member, July 1, 2019, to June 30, 2021)

Erin Finnerty (Member, July 1, 2018, to June 30, 2020)

Beate Gersch (Member, July 1, 2019, to June 30, 2021)

Brea E. Henson (Member, July 1, 2019, to June 30, 2021)

Ms. Jennifer Jarson (Member, July 1, 2018, to June 30, 2020)

Mrs. Reabeka King-Reilly (Member, July 1, 2019, to June 30, 2021)

Mr. Christopher Donald Marcum (Member, July 1, 2018, to June 30, 2020)

Lisa T. Nickel (Member, July 1, 2018, to June 30, 2020)

Dr. Megan Jane Oakleaf (Member, July 1, 2018, to June 30, 2020)

Sheena Philogene (Member, July 1, 2019, to June 30, 2021)

Mr. Joseph Pirillo (Member, July 1, 2019, to June 30, 2021)

Dr. M. Brooke Robertshaw (Member, July 1, 2019, to June 30, 2021)

Dr. Jung Mi Scoulas (Member, July 1, 2019, to June 30, 2021)

Philip Shackelford (Member, July 1, 2019, to June 30, 2021)

Ngoc-Yen "Yen" Tran (Member, July 1, 2018, to June 30, 2020)

Mrs. Brooke Troutman (Member, July 1, 2018, to June 30, 2020)

William Shane Wallace (Member, July 1, 2018, to June 30, 2020)

Michael Whitchurch (Member, July 1, 2018, to June 30, 2020)

Dr. Laura Healy Wimberley (Member, July 1, 2019, to June 30, 2021)

Dr. Holt Zaugg (Member, July 1, 2019, to June 30, 2021)

Andrea M. Falcone (Ex-Officio Member, July 1, 2019, to June 30, 2022)

Eric Resnis (Ex-Officio Member, July 1, 2017, to June 30, 2020)

Emily Daly (Board Liaison, July 1, 2019, to June 30, 2020)

Sara Goek (Staff Liaison, July 1, 2019, to June 30, 2020)

Ms. Kara Malenfant (Staff Liaison, July 1, 2019, to June 30, 2020)

Agenda:

- I. Roll call
 - a. Assign note taker
- II. ACRL Vice-President/President Elect Candidate Introductions – Julie Garrison and Lynn Connaway
- III. Subcommittees updates
 - a. VAL travel scholarships
 - b. Special issue of *College & Research Libraries*
 - c. Library impact grants
 - d. EDI
 - e. VAL resource oversight
 - f. Data Analytics/Privacy
 - g. Libraries Transform Toolkit oversight
- IV. Assessment in Action Roadshow Discussion (Eric Resnis)
- V. Other business
- VI. Adjourn

Future VAL Committee meetings:

- February 21, 2020, 1:00-2:00pm CST (60 minutes)
Zoom Meeting URL: <https://ala-events.zoom.us/j/389828157>
- March 20, 2020, 1:00-2:00pm CDT (60 minutes)
Zoom Meeting URL (pending)
- April 10, 2020, 1:00-2:00pm CDT (60 minutes)
Zoom Meeting URL (pending)
- May 15, 2020, 1:00-2:00pm CDT (60 minutes)
Zoom Meeting URL (pending)
- June 27, 2020, 8:30-10:00am CDT (60 minutes)
ALA Annual meeting

Other Documents:

- VAL Projects & Subcommittees Membership and Reporting 2019-2020
<https://docs.google.com/spreadsheets/d/19P7S42K07xz5htpkRBsM7vqI84iQOiFuHEYj0KxbFTM/edit#gid=0>

This page included to accommodate double sided printing.

Equity, Diversity and Inclusion Committee

Virtual Meeting Conference Call – January 8, 2020

Derrick Jefferson, Chair
Mary Beth Lock, Vice-Chair

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

Agenda:

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

Twanna:

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

Trevor:

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

Marcela:

- Training and support for mentors

Symphony:

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

Jamia

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

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

Derrick

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

Resources for College Libraries Editorial Board

Minutes

Meeting (12-5-19)

1:00 PM (Pacific Time)

Tammera Marie Race, Chair

Attendees: Tammera Race (chair), Jeff Bond, Mark Cummings (staff liaison), Alice Daugherty, Anne Doherty (staff liaison), Wenli Gao, Kymberly Keeton, Adrian Morales, Joe Mocnik, Tim Ream.

Tim Ream volunteered as session secretary

Introductions

Project and financial report

- Overview of RCL collections, reviewers, reviewer recruitment, and upcoming projects
Database audit, collection-wide and subject-specific weeding

Proquest Partnership

- Combination of Choice and Proquest (marketing)

Financial Overview

Discussion

- 60 minute review broken into 2 separate periods and due dates (December 1st and May 1st)
- Jeff: Used RCL for real-world collection development task with budget and time deadline
- Tim: Felt overwhelmed by amount of metadata content
- Anne encouraged others to do testing if they haven't yet

Support Editorial Recruitment Efforts

Anne explained the editorial recruitment process

Anne asked what other avenues we might use for editorial recruitment.

Alice: *Library Writer's Blog*

Joe: Calls to participate among fellow colleagues has been successful in the past

Anne: Mentioned possibility of reaching out to Library Directors to help in recruitment

Jeff: Subject specific list-servs are good for recruiting efforts

Anne: Mentioned that she can add to ALA Connect the subject-specific list-servs that she already posts to for recruitment

Tammera: Mentioned regional lists and groups. Agreed that professional development and tenure review can be motivators

Tim: Mentioned consortium list-servs that can reach out to numerous libraries in a region

Tim: Mentioned recruiting through conference presentations and research

Collection-level Metrics:

Jeff: Some subjects require currency for usefulness like health and the hard sciences

Tim: 100,000 seems too large for a core collection of titles. Number of titles contributed to feeling overwhelmed when using the database

Adrian: Mentioned that user and publication statistics should drive deselection.

Anne: statistics like publication date, OCLC holdings and other statistics contribute to deselection decision-making.

Next Steps:

- Anne will add supplementary materials and notes from today to ALA Connect
- ALA Annual (Chicago, June 2020)
- Please RSVP by May 1st
- A letter of support can be requested from Anne or Tammera Race

**ACRL Development Report
First Quarter FY20**

Mary Jane Petrowski
January 16, 2020

Planned Gifts

The ALA Legacy Society is a group of committed individuals who have remembered the Association as a beneficiary in their will, trust, retirement plan or life insurance policy. The Legacy Society provides a way to recognize and thank these donors during their lifetime. As of FY19 ACRL is the beneficiary of ten planned gifts, representing more than \$1.3 million

- In FY13, four ACRL members including Trevor A. Dawes, Julia Gelfand and David Lang, Mary Jane Petrowski, and Patricia Wand became members of the ALA Legacy Society by making planned gifts to ACRL.
- In FY14 Anne K. Beaubien and Joyce L. Ogburn and Steven A. Eichner joined the ALA Legacy Society.
- In FY16 James and Fran Neal, already members of the ALA Legacy Society, made a designated bequest to ACRL as did Robert F. Rose.
- In FY17 John A. Lehner, David and Cynthia Steinhoff, and Lori Goetsch and Martin Courtois made planned gifts to ACRL.

ACRL Annual Campaign

FY20 Friends Fund donations totaled \$24,230 as of January 16, 2020. This includes \$7,750 in challenge funds which were matched. The ACRL Conference Scholarship Fund received \$4,500 in matching funds; the Advancement Fund received \$1,750 in matching funds, and the RBMS Scholarship Fund received \$1,500 in matching funds.

Donations for FY20 (September 1, 2019 – January 16, 2020) have been designated as follows: Advancement Fund (37.1% / \$8,994); Conference Scholarship Fund (49.8% / \$12,081); General Fund (0.4% / \$100); RBMS Scholarships (12.6% / \$3,055).

We have received support from 130 annual fund donors. Thirteen (13) donors made first-time gifts, representing 10% of FY20 donors. One hundred one (101) donors (77.6%) have given continuously (from 2 to 17 years). Sixteen (16) reinstated donors (12.3%) also made gifts. In FY20 to date nine donors joined the ACRL Circle of Friends which recognizes the sustained generosity of those who have been Friends of ACRL for 5 to 9 years, five donors have joined the ACRL Circle of Excellence which recognizes the sustained generosity of those who have been Friends of ACRL for 10-14 years, and two donors have joined the ACRL Circle of Distinction which recognizes the sustained generosity of those who have been Friends of ACRL for 15-20 years.

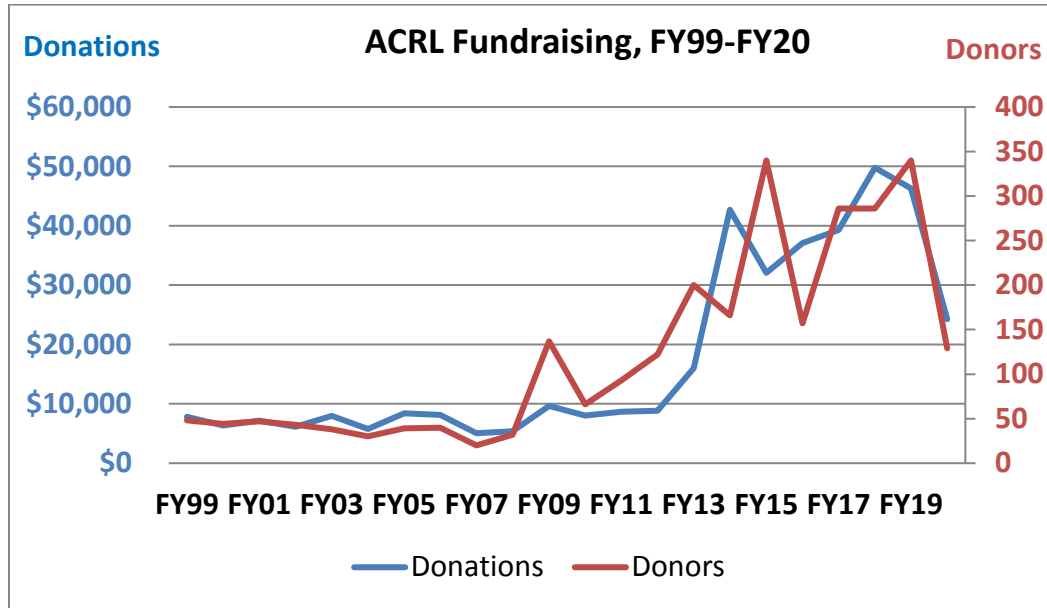
2021 ACRL Conference Scholarship Campaign

At the 2020 ALA Midwinter Meeting, the ACRL Board will take action on a recommendation from the ACRL Budget and Finance Committee to set a goal of \$60,000 for the 2021 Conference Scholarship campaign. As of January 16, 2020, the ACRL Conference Scholarship Fund balance is almost \$32,000.

The average gift in FY20 is \$175.22 and the median donation is \$50.

Stewardship

Stewardship remains an important focus in FY20. The ACRL president sent personal thank-you notes to all donors. Board members, section leaders, and division-level committee chairs also called donors within 24-72 hours to express appreciation. Thanksgiving e-cards and holiday cards were also sent to all donors who made gifts during FY19 and FY20. Pins and letters of appreciation were sent to the 16 donors who became eligible to join the ACRL Circle of the Friends of ACRL (5 years), ACRL Circle of Excellence (10 years), and ACRL Circle of Distinction (15 years). Birthday cards were also sent to all ACRL Circle donors.



Friends of ACRL Funds: Current Balances					
ACRL Advancement & General Fund	ACRL Conference Scholarships	Innovative Programming	Advocacy	Board Strategic Plan Initiative Fund	RBMS Scholarship Fund
FY20 Balance	FY20 Balance	FY20 Balance	FY20 Balance	FY20 Balance	FY20 Balance
\$34,109*	\$28,767	\$150	\$0	\$1,839	\$18,781
% of Donations	% of Donations	% of Donations	% of Donations	% of Donations	% of Donations
17.1%	56.0%	4%	3%	5%	4.6%

The Board approved \$20,000 in FY20 expenditures from the Advancement Fund so the available fund balance is \$12,859.

Year	Donations	Donors
FY20	\$ 24,230	130
FY19	\$ 46,283	340
FY18	\$ 49,778	286
FY17	\$ 39,294	286
FY16	\$ 37,060	157
FY15	\$ 32,089	340
FY14	\$ 42,684	166
FY13	\$ 16,002	200
FY12	\$ 8,831	122
FY11	\$ 8,691	93
FY10	\$ 8,002	66

Year	Donations	Donors
FY09	\$ 9,656	137
FY08	\$ 5,400	32
FY07	\$ 5,050	20
FY06	\$ 8,110	40
FY05	\$ 8,420	39
FY04	\$ 5,770	30
FY03	\$ 7,970	38
FY02	\$ 6,120	43
FY01	\$ 7,154	47
FY00	\$ 6,335	44
FY99	\$ 7,816	48

Total gifts	\$ 1,099,614	Disbursements	\$ 299,506	Balance	\$ 61,024
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Friends Fund Disbursements

From 2002 through January 2020, ACRL has expended or obligated \$299,506 of the Friends Fund including:

- (\$6,825) for ACRL 2003 National Conference scholarships
- (\$3,544) for the one-time Best Practices Marketing Awards
- (\$1,485) for nine Virtual National Conference scholarships for international members¹
- (\$3,000) for two CONPAB and CACUL National Conference participants
- (\$5,000) for ten 2005 National Conference preconference scholarships
- (\$1,800) for three 2006 ACRL/ARL Scholarly Communications Institute Scholarships
- (\$1,000) for 2007 RBMS Diversity Committee recruitment visits to Seattle universities
- (\$3,000) for five Dr. E. J. Josey Spectrum Scholar Grants to attend 2007 ALA Annual Conference in Washington D.C.
- (\$8,625) for 15 National Conference Scholarships to attend the 14th ACRL National Conference in Seattle.
- (\$1,245) for 2010 RBMS Preconference scholarships
- (\$1,500) for one travel stipend to the 2009 ACRL/Harvard Leadership Institute
- (\$1,500) for one travel stipend to the 2010 ACRL/Harvard Leadership Institute
- (\$241.95) for the ACRL Literatures in English Section (LES) job shadow program (FY11-FY12)
- (\$6,250) for 10 ACRL Conference Scholarships to attend the ACRL 2011 Conference in Philadelphia.
- (\$2,500) for 2012 RBMS Preconference scholarships
- (\$2,702) for three ACRL members to attend the 2012 Joint Conference of Librarians of Color
- (\$6,300) for 10 ACRL Conference Scholarships to attend the ACRL 2013 Conference in Indianapolis.
- (\$6,500) for the FY13 ALA Spectrum Scholars Initiative.
- (\$10,000) for uploading *C&RL* back files (Goal Area 3, Objective 1) in 2013.
- (\$3,335) for 2013 RBMS Preconference scholarships.
- (\$4,167) for support for the Library Copyright Alliance Project (Goal Area 3, Objective 3) in 2013.
- (\$4,500) for support for a Scholarly Communication Workshop (Goal Area 3, Objective 3) in 2013.
- (\$7,800) for additional consulting and coaching of “Assessment in Action” facilitation/design team in 2013.
- (\$3,915) for 2014 RBMS Preconference scholarships.
- (\$56,838) for 75 ACRL Conference scholarships to attend the ACRL 2015 Conference in Portland.
- (\$3,960) for 2015 RBMS Conference scholarships.
- (\$61,500) for 2017 ACRL Conference scholarships
- (\$4,920) for 2017 RBMS Conference scholarships
- (\$224) for 2017 RBMS complimentary memberships
- (\$177) for 2018 RBMS complimentary memberships
- (\$6,500) as matching fund incentive for 2108 Giving Tuesday Campaign for Spectrum Scholarships
- (\$177) for 2018 RBMS complimentary memberships
- (\$11,655) for 2019 RBMS Conference scholarships
- (\$349) for 2019 ALA/ACRL/RBMS complimentary memberships
- (\$64,750) for 2019 ACRL Conference Scholarships

Note: All Friends donations are received in one accounting project. ACRL staff manually track the donations to (and expenditures from) the specific fund categories listed above.

Significant Historical Background

- In June 2019 the Board approved revising the purpose of the ACRL Advancement Fund so that it supports ACRL’s Core Commitment to equity, diversity, and inclusion.
- In June 2019 the Board approved FY20 disbursements from the ACRL Advancement Fund of \$7,000 to fund an additional ALA Spectrum Scholarship and \$13,000 to support additional free training opportunities for Project

¹ Although the Board approved funds to provide 27 scholarships, only 9 applications were received.

Outcome.

- In November 2018 the Board approved disbursements from three discontinued Friends Funds totaling \$19,201 including \$10,000 to be used for Giving Tuesday challenge grants and \$6,500 to match any gifts made to the ALA Spectrum Scholar Program during the same period.
- In January 2018 the Board approved a fundraising goal of \$50,000 to fund additional scholarships for students, early- and mid-career librarians, and library support staff to attend the 2019 ACRL Conference.
- In April 2016 the Board approved the creation of the ACRL Advancement Fund and the ACRL Conference Scholarship Fund. The ACRL Advancement Fund broadly supports the activities of ACRL with a focus on initiatives and programs that advance the priorities and goals of the division. This includes programs and initiatives that strengthen ACRL's influence in higher education and research. This fund replaces the following funds: Advocacy, Board Strategic Plan Initiative, and Innovative Programming. The ACRL Conference Scholarship Fund supports attendance at the biennial ACRL conference for promising students, early and mid-career librarians. It seeks to increase diversity and enhance access to knowledge and expertise for the next generation of academic and research librarians. This fund replaces the Professional Development Fund. The ALA online giving form now includes only the ACRL Advancement Fund, ACRL Conference Scholarship Fund, and RBMS Scholarship Fund.
- The Board also approved the delegation of disbursement authority for the ACRL Advancement Fund to the Board of Directors and approved the ACRL Budget and Finance Committee as the disbursement authority for the new ACRL Conference Scholarships Fund.
- 75th Anniversary Campaign: In December 2013 the ACRL Board of Directors voted to approve a 75th Anniversary fundraising goal of \$50,000 to fund at least 75 additional scholarships for new librarians, library school students, and library support staff to attend the ACRL 2015 Conference in Portland, Oregon. The total amount raised was \$56,084. The Association of College and Research Libraries (ACRL) has awarded a record-breaking 179 scholarships for the ACRL 2015 conference. Scholarships were awarded in six categories, including early- and mid-career librarians, support staff and Spectrum Scholar travel grants, amounting to a total of \$112,995. Funding for 75 of these scholarships (more than \$56,000 in value) was raised through the ACRL 75th Anniversary Kick Start the Future Scholarship Campaign. The ACRL Board of Directors passed a resolution in June 2015 honoring Steven Bell for his leadership of the Kick Start the Future Campaign.
- In April 2013, the ACRL Board of Directors approved \$32,967 to support five projects that advanced the Plan for Excellence with respect to Goal Area 3, Objectives 1, 3, and 4.
- At the 2013 ALA Midwinter Meeting the ACRL Board of Directors voted to dissolve the two subcommittees of the Budget and Finance Committee (Friends Fund Committee and Friends Fund Disbursement Committee) effective at the close of Annual Conference 2013. Prior to this decision, the Friends Fund Disbursement Committee would recommend disbursements from the Friends Funds for approval by the Friends Fund Committee.
- Recognizing that ACRL needed to continue to diversify its revenue streams, at the 2013 ALA Midwinter Meeting the Board also approved a decision to change the way the Friends funds are recognized in the budget. In response to discussion at the joint session of Board and Budget and Finance Committee, the ACRL staff will record donated funds and show them as revenue in the operating budget beginning in FY14. Prior to this decision, donations were placed into a restricted account and not recognized in the operating budget. This decision supports ongoing changes in the organization of the Friends of ACRL program, enabling the division to use the funding to better support strategic initiatives while honoring donor intent. Staff maintains careful records of Friends Fund donations to ensure that donations are spent only on specific projects in accordance with donor intent. The ALA Finance Office subsequently informed staff that donations must first be recognized in the restricted fund account before they are transferred into the operating budget to offset expenses approved by the Board. Additionally,

projected transfers from restricted accounts can also be recognized in the operating budget. Accordingly, ACRL transfers restricted funds into the operating budget for the appropriate project

- At the 2013 ALA Midwinter Meeting, the Board also agreed to assume responsibility for disbursing Friends Funds (other than those dedicated to professional development, which will be disbursed by the Budget & Finance Committee) to more directly support the Plan for Excellence. Historically, most Friends donations have been used to support scholarships. While scholarships are a worthy initiative, ACRL Friends have given for many other purposes.
- The ACRL Executive Committee approved changes to the Friends Fund Disbursement guidelines at the 2012 Spring Executive Committee meeting in Chicago. The approved changes include aligning the project with the objectives of a specific fund, guidelines for determining the total amount that can be expended annually, and clarification of the RBMS scholarships fund disbursement process. The call for proposals was changed to once a year so that decisions could be made and announced at the beginning of the fiscal year. The new guidelines also require requestors to explain how the proposal would address donor intent and include a detailed budget. The annual Friends Fund budget is approved by the Board and therefore if the subcommittee and Budget & Finance Committee determined that it was necessary to exceed the amount budgeted for Fund disbursements, an exception must be requested from the Executive Director (if \$5,000 or less) or the Board (if the amount exceeds \$5,000).
- The ACRL Executive Committee approved changes to re-name and re-position donor categories for Friends at the May 15, 2008, meeting in Washington, D.C. The ACRL web site and the ALA online giving forms have been revised to reflect the changes below. New ribbons reflecting the new categories are now mailed to donors along with a thank-you letter.
- The RBMS Scholarship Fund was added in December 2008.
- The ACRL Executive Committee approved charging indirect expenses related to the Friends of ACRL to a separate non-restricted account designated for this purpose on May 5, 2002.
- The ACRL Executive Committee approved restoring to the restricted Friends of ACRL account monies from the ACRL fund balance to bring the restricted Friends fund to the total amount of donations given since 1999 on May 5, 2002.
- The ACRL Board approved the creation of the Friends of ACRL with a start date of January 1, 1999 on June 30, 1998.

Old Donor Categories	New Donor Categories	New Giving Categories	Old Giving Categories
Millennium Club (\$1,000 and over)	Patrons (\$1,000 and over) Scholarships	ACRL Conference	Professional Development
Gold Club (\$500 - \$999)	Sponsors (\$500 - \$999)	ACRL Advancement	Innovative Programming
Silver Club (\$250 - \$499)	Contributors (\$250 - \$499)	ACRL Advancement	Advocacy
Century Club (\$100 - \$249)	Associates (\$100 - \$249)	ACRL Advancement	Board Strategic Plan Initiative Fund
Friends (\$45 - \$99)	Friends (less than \$100)	RBMS Scholarships	RBMS Scholarship

This page included to accommodate double sided printing.

Membership Group	2019-2020 Chairs	Chair Emails	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Budget & Finance - B&F Chair	Carolyn Henderson Allen	challen@uark.edu	Carolyn Henderson	Allen	Allison	Payne
Government Relations	Peter L. Kraus	Peter.Kraus@utah.edu	Jacquelyn	Bryant	Kara	Malenfant
	Amy Estelle Bush	aebush@ucdavis.edu				
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	Dr. Tracy Elliott	tracy.elliott@sjsu.edu				
Appointments - President Elect	Meghan Sitar	msitar@umich.edu	Jon	Cawthorne	Allison	Payne
Leadership Recruitment and Nomination Committee - Vice-President	Sarah E. McDaniel	sarah.mcdaniel2@wwu.edu	Jon	Cawthorne	Megan	Griffin
President's Program 2021	TBD	TBD	Jon	Cawthorne	Megan	Griffin
Professional Development - President Elect	Carrie E. Dunham-LaGree	carrie.dunham-lagree@drake.edu	Jon	Cawthorne	Margot	Conahan
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	Veronica Arellano Douglas	varellano@gmail.com				
Academic Librarians Standards and Guidelines Review Task Force	Julia M. Gelfand	jgelfand@uci.edu	Faye	Chadwell	David	Free
Digital Scholarship Section (DSS)	Hannah Scates Kettler	hannah-s-kettler@uiowa.edu	Faye	Chadwell	Megan	Griffin
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	Mackenzie Salisbury	ssalis1@artic.edu				
Literatures in English Section (LES)	Nancy Marie Foasberg	nancy.foasberg@qc.cuny.edu	Kim	Copenhaver	Megan	Griffin
	Brian Flota	flotabc@jmu.edu				
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	Erin T. Smith	smithet@westminster.edu				
Section Membership Subcommittee	Shauna Borger Edson	shauna.borger@gmail.com	Jeanne	Davidson	Mary Jane	Petrowski
Women and Gender Studies Section (WGSS)	Tara Baillargeon	tara.baillargeon@marquette.edu	Jeanne	Davidson	Megan	Griffin
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Immersion Program	Anne Charlotte Behler	acb10@psu.edu	Caroline	Fuchs	Margot	Conahan
	Karen Sobel	karen.sobel@ucdenver.edu				

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Information Literacy Frameworks and Standards	Emily Drabinski Caitlin Elizabeth Plovnick	edrabinski@gc.cuny.edu plovnicc@seattleu.edu	Caroline	Fuchs	Mary Jane	Petrowski
Instruction Section (IS)	Susanna Eng-Ziskin Nikhath J. Ghouse	susanna.eng@gmail.com ghouse@american.edu	Caroline	Fuchs	Megan	Griffin
Research Planning and Review	Allison Benedetti Ginny Boehme	abenedetti@library.ucla.edu boehmemv@miamioh.edu	Caroline	Fuchs	Mary Jane	Petrowski
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ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension	Chair - Jason Kovari	jak473@cornell.edu	Cinthyia	Ippoliti	Megan	Griffin
College Libraries Section (CLS)	Mrs. Alexia Hudson-Ward Mary Mallery	ahudsonward@gmail.com mary.mallery@brooklyn.cuny.edu	Cinthyia	Ippoliti	Megan	Griffin
Distance Learning Section (DLS)	Natalie Haber Amanda L. W. Ziegler	natalie-haber@utc.edu amanda.ziegler@gmail.com	Cinthyia	Ippoliti	Megan	Griffin
Impactful Scholarship and Metrics Task Force	Rachel Borchardt Jennifer Beamer	borchard@american.edu jennifer.beamer@claremont.edu	Cinthyia	Ippoliti	Erin	Nevius
Research and Scholarly Environment	Nathan Frank Hall Charlotte Roh	nfhall@vt.edu croh2@usfca.edu	Cinthyia	Ippoliti	Kara	Malenfant
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ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries	Elizabeth Call (co-chair) Michelle Aviva Ganz (co-chair)	elizabeth.call2010@gmail.com michelle.ganz@lmunet.edu	Kelly	Jacobsma	David	Free
Anthropology and Sociology Section (ANSS)	Jill Conte Juliann Couture	jill.conte@nyu.edu juliann.couture@colorado.edu	Kelly	Jacobsma	Megan	Griffin
Community and Junior College Libraries Section (CJCLS)	Sandra C. McCarthy Martin D. House	mccarthy@wccnet.edu martin.house@gmail.com	Kelly	Jacobsma	Megan	Griffin
Rare Books and Manuscripts Section (RBMS)	Veronica Reyes - Escudero Petrina D. Jackson	reyesv@email.arizona.edu pjackson@iastate.edu	Kelly	Jacobsma	Megan	Griffin
Academic/Research Librarian of the Year Award-President	Jeannette E. Pierce Dennis Clark	piercejea@missouri.edu dennistclark@gmail.com	Karen	Munro	Chase	Ollis
Chapters Council - President	Lisa T. Nickel	ltnickel@wm.edu	Karen	Munro	Megan	Griffin
President's Program 2020	Anne-Marie Deitering	anne-marie.deitering@oregonstate.edu	Karen	Munro	Megan	Griffin
Academic Library Trends and Statistics Survey -Past President	Georgie Lynn Donovan Adrian K. Ho	gldonovan@wm.edu HoAdrianK@gmail.com	Lauren	Pressley	Mary Jane	Petrowski
C&RL - Past President	Wendi Kaspar	warant@tamu.edu	Lauren	Pressley	Dawn	Mueller
C&RL News - Past President	Heidi Burkhardt	heidisb@umich.edu	Lauren	Pressley	David	Free
CHOICE - Past President	Amanda L. Folk	folk.68@osu.edu	Lauren	Pressley	Mark	Cummings
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Cheryl A. Middleton Lauren Pressley	Cheryl.Middleton@oregonstate.edu pressley@uw.edu	Lauren	Pressley	Chase	Ollis
New Publications Advisory-Past President	Courtney Greene McDonald	crmcdonald@colorado.edu	Lauren	Pressley	Erin	Nevius
Project Outcome for Academic Libraries Editorial Board - Past-President	TBD	TBD	Lauren	Pressley	Sara	Goek
Publications Coordinating-Past President	Kristen Grace Totleben	ktotleben@gmail.com	Lauren	Pressley	David	Free
Publications in Librarianship-Past President	Daniel Mack	dmack@umd.edu	Lauren	Pressley	Erin	Nevius
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Building Cultural Proficiencies for Racial Equity Framework Task Force	n/a	n/a	TBD	TBD	Allison	Payne

Board Liaisons - Sorted by Unit

ACRL MW20 FYI-7

Membership Group	2019-2020 Chairs	Chair Emails	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Nikhata J. Ghouse	ghouse@american.edu	Faye	Chadwell	David	Connolly
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ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to	Elizabeth Call (co-chair)	elizabeth.call2010@gmail.com	Kelly	Jacobsma	David	Free
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Liaisons Assembly	Farzaneh Razzaghi	Frazzaghi@wcu.edu	Emily	Daly	Mary Ellen Allison	Davis Payne
Literatures in English Section (LES)	Nancy Marie Foasberg Brian Flota	nancy.foasberg@qc.cuny.edu flotabc@jmu.edu	Kim	Copenhaver	Megan	Griffin
Membership	Dawn Behrend Dominique Turnbow	dawn.behrend@lr.edu dturnbow@ucsd.edu	Jeanne	Davidson	Mary Jane	Petrowski
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Rhonda Kay Huisman	rhondahuisman@gmail.com	Kim	Copenhaver	Mary Jane	Petrowski
New Publications Advisory-Past President	Courtney Greene McDonald	crmcDonald@colorado.edu	Lauren	Pressley	Erin	Nevius
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President's Program 2020	Anne-Marie Deitering	anne-marie.deitering@oregonstate.edu	Karen	Munro	Megan	Griffin
President's Program 2021	TBD	TBD	Jon	Cawthorne	Megan	Griffin
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Professional Values	Peter Bremer Dr. Tracy Elliott	pbremer@morris.umn.edu tracy.elliott@sjsu.edu	Jacquelyn	Bryant	David	Free
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**American Library Association (ALA)
Committee on Legislation
Legislative Agenda for 2020**

Strategic, year-round, and relationship-focused advocacy is central to ALA's mission and essential to the future of America's libraries. ALA's Committee on Legislation encourages ALA members and library supporters to advocate on the following library priorities in 2020. ALA will monitor these and other [federal issues](#) that may affect libraries and respond with the support of our members and library advocates nationwide.

Funding

[Equitable federal funding](#) for library services is essential to ensuring that every community in America has strong libraries. We call on ALA members to join us in advocating on these key funding issues in 2019:

- **Dedicated library programs:** Continued funding for the Institute of Museum and Library Services (IMLS), the Department of Education's Innovative Approaches to Literacy program (IAL), the Library of Congress, the National Library of Medicine and the Federal Depository Library Program.
- **Library-eligible programs:** Continued and new federal program opportunities for which libraries are eligible recipients, such as the Community Development Block Grant (CDBG) program.
- **IMLS Director:** Prompt confirmation of Crosby Kemper III, who has been nominated to serve as Director of IMLS and lead the agency's important work to support the nation's libraries. *COMPLETED January 2020*

Equitable Access to High-Speed Internet

Modern library services depend on [high-speed internet](#). ALA supports policies to ensure that libraries in all parts of the country can serve their users with fast and affordable broadband and online services. We call on ALA members to join us in advocating on these key connectivity issues in 2020:

- **E-rate:** Continued funding for the [E-rate](#) program, reduced complexity in applying for E-rate and increased support for applicants from the Universal Service Administrative Company.
- **Tribal broadband:** Expanded opportunities for tribal libraries to receive support for high-speed Internet, such as by expanded eligibility for E-rate.
- **Net neutrality:** Restoration of [net neutrality](#) protections.

Copyright, Licensing, and Competition

Libraries rely on balanced and flexible [copyright policy](#) to enable vital library services. ALA supports a modern copyright system with effective user rights and limitations and exceptions to copyright that protect library services. Additionally, libraries rely on fair licenses and market

practices in order to provide access to digital content such as e-books. We call on ALA members to join us in advocating on these key copyright, licensing, and competition issues in 2020:

- **E-books and digital content:** Federal and state scrutiny of unfair and anti-competitive practices that limit libraries' ability to meet their users' reading and information needs.
- **Copyright Office:** Preserving the Librarian of the Congress' authority to manage and oversee the Copyright Office, and continued modernization of the Library's and Office's information infrastructure.

Government Information and Services

Libraries provide access to [government information](#) and services in communities across the country. ALA supports policies that assist libraries in providing no-fee permanent public access to government information and equitable access to government services. We call on ALA members to join us in advocating on these key government information issues in 2020:

- **2020 Census:** Ensuring adequate information, outreach, and support to libraries as they help their communities achieve a complete count in the [2020 Census](#).
- **Federal Depository Library Program:** Modernizing the [Federal Depository Library Program \(FDLP\)](#).

Emerging Policy Issues

Many policy issues affect the broad range of services that libraries provide to their communities. We call on ALA members to join us in exploring opportunities to support libraries through improved public policy related to these issues:

- **STEM and coding:** Develop new opportunities for libraries to engage their communities in science, technology, engineering, and mathematics (STEM) and coding.
- **Jobs and workforce development:** Recognize and support [workforce development](#) services in libraries, including in reauthorization of the Workforce Innovation and Opportunity Act (WIOA).
- **Small business development:** Expand opportunities for libraries to support entrepreneurs and small businesses, especially from underserved communities.
- **Library infrastructure and sustainability:** Modernize America's library facilities to better serve their communities, save energy and resources, and improve sustainability.

Conclusion

The sustained engagement of ALA members and America's library supporters is essential to advancing positive policy outcomes on these key issues. We urge all ALA members to sign up as ALA advocates at [ala.org/takeaction](#), to respond to action alerts and advocacy opportunities, to build relationships with their elected officials and community leaders, and to communicate the impact that libraries have in our communities.

EXECUTIVE BOARD MEETING AGENDA

2020 Midwinter Meeting Agenda

January 24-28, 2020

Philadelphia Marriott (MAR) – Independence II & III

ALA Executive Board Meeting – Session I

Friday, January 24, 2019 @ 8:30-12:00 p.m.

Note: Breakfast will not be provided

Time	Topic	Facilitator
8:30 a.m.	Call to Order	Wanda Brown, ALA President
8:30 – 8:40 a.m.	Consent Agenda <ul style="list-style-type: none"> • Agenda Approval <i>EBD #9.5</i> • President's Report <i>EBD #7.2</i> • President-elect's Report <i>EBD #7.3</i> • Executive Director Report <i>EBD #12.24</i> • Fall Board Meeting Minutes <i>EBD #2.4</i> • Vote Tally from Fall Board Meeting <i>EBD #1.2</i> 	Wanda Brown, ALA President
8:40 – 8:45 a.m.	Report out from Executive Committee Meeting from Thursday, January 23	Wanda Brown, ALA President
8:45 – 9:00 a.m.	Review of Midwinter Board Talking Points	Mary Ghikas, Executive Director
9:00 – 9:20 a.m.	Public Policy and Advocacy Office Report <i>EBD #12.25</i> Public Policy and Advocacy Office Q4 Dashboard and Scorecard <i>CBD #17.0</i>	Kathi Kromer, Associate Executive Director Washington Office
9:20 – 9:40 a.m.	Development Office Report <i>EBD #6.3</i> Philanthropy Advisory Group (PAG) Report <i>EBD #6.4</i>	Sheila O'Donnell, Director Development Office Lenore England, Philanthropy Advisory Group Chair
9:40 – 10:00 a.m.	Equity Diversity and Inclusion Updates <i>EBD #12.26</i>	Martin Garnar, Chair ODLOS Advisory Committee Kristin Lahurd, Interim Director ODLOS
10:00 – 10:10 a.m.	Break	
10:10 – 10:25 a.m.	IT Strategy Investment Update <i>EBD #12.27</i>	Jim Gibson, Chief Information Officer
10:25 – 10:40 a.m.	Office of Intellectual Freedom Report <i>EBD #12.28</i>	Julia Warga, Chair IFC Deborah Caldwell-Stone, Director OIF

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2020 Midwinter Meeting Agenda

January 24-28, 2020

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Note: Breakfast will not be provided

Time	Topic	Facilitator
10:40 – 11:00 a.m.	United Nations Sustainable Development Goals (UN SDG) EBD #12.29	Emily Drabinski, International Relations Chair; Julius C. Jefferson Jr., ALA President-elect; Michael Dowling, Director International Relations Office
11:00 – 11:30 a.m.	CLOSED SESSION Real Estate Strategy / Status CBD #18.0	Mary Ghikas, Executive Director Dan Hoppe, AED Human Resources Stephanie Hlywak Director, Communications and Marketing Office Denise Mortiz, Interim Chief Financial Officer
11:30 – 12:00 P.M.	CLOSED SESSION Executive Director Update	Mary Ghikas, Executive Director
12:00 p.m.	Adjourn ALA Executive Board Meeting	Wanda Brown, ALA President

EXECUTIVE BOARD MEETING AGENDA

2020 Midwinter Meeting Agenda

January 24-28, 2020

Philadelphia Marriott (MAR) – Independence II & III

ALA Executive Board Meeting – Session II

Monday January 27 @ 2:00-4:00 p.m.

Time	Topic	Facilitator
1:30 p.m.	<i>Lunch to be provided</i>	
2:00 p.m.	Call to Order	Wanda Brown, ALA President
2:00 – 2:45 p.m.	Joint Budget Analysis Review Committee (BARC) / Finance and Audit (F&A) Committee Report EBD #3.13	Maggie Farrell, ALA Treasurer
2:45 – 3:00 p.m.	Endowment Trustees Report EBD #13.1 <i>Endowment Transfer Policy EBD #13.2</i>	Pat Wand, Senior Endowment Trustee
3:00 – 3:10 p.m.	<i>Break</i>	
3:10 – 3:40 p.m.	FY 2019 Audit Report EBD #3.14	John Fedus & Tim Koehl, Mueller & Co.
3:40 – 4:00 p.m.	Membership Report EBD #12.30	Melissa Walling, Director, Membership Development and Customer Service

ALA-APA Board of Directors Meeting

Monday, January 27, 2019 @ 4:00 – 4:30 p.m.

4:00 – 4:30 p.m.	ALA-APA Board of Directors Meeting <i>(see separate agenda - APABD #x.xx)</i>	Lorelle Swader, Associate Executive Director Offices & Member Relations
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4:30 – 5:00 p.m.	CLOSED SESSION Legal Update	Paula Goedert, ALA Legal Counsel
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EXECUTIVE BOARD MEETING AGENDA

2020 Midwinter Meeting Agenda

January 24-28, 2020

Philadelphia Marriott (MAR) – Independence II & III

ALA Executive Board Meeting – Session III

Tuesday, January 28, 2019 @ 12:30-4:30 p.m.

Time	Topic	Facilitator
12:00 p.m.	<i>Lunch to be provided</i>	
12:30 p.m.	Call to Order	Wanda Brown, ALA President
12:30 – 1:30 p.m.	Steering Committee of Organizational Effectiveness (SCOE) Update <i>EBD #12.31</i>	Lessa Pelayo-Lozada, Executive Board Member
1:30 – 1:50 p.m.	Communication and Marketing Office <i>EBD #12.32</i>	Stephanie Hlywak Director, Communications and Marketing Office
1:50 – 2:35 p.m.	Conference Services Report <i>EBD #12.33</i>	Earla Jones, Director, Conference Services Matt Beckstrom, Chair Conference Committee
2:35 – 2:50 p.m.	<i>Break</i>	
2:50 – 3:10 p.m.	Joint Working Group on eBooks and Digital Content in Libraries <i>EBD #12.34</i>	Alan Inouye, Senior Director, Public Policy & Government Relations
3:10 – 3:30 p.m.	Strategic Investment Metrics	Maggie Farrell, ALA Treasurer
3:30 – 3:40 p.m.	AVAILABLE	
3:40 – 4:20 p.m.	Board Liaison Reports	Board members
4:20 – 4:30 p.m.	Board Effectiveness Discussion on Board performance	Loida Garcia-Febo, ALA Immediate Past President
4:30 p.m.	Adjourn ALA Executive Board Meeting	Wanda Brown, ALA President



VIRTUAL LEADERSHIP COUNCIL

AGENDA

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

[Zoom Login](#)

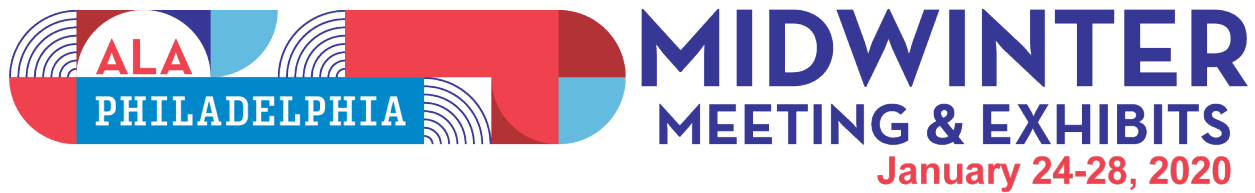
2:00–2:03 p.m.	Welcome & Introductions	Mary Ellen Davis ACRL Executive Director
2:03–2:10 p.m.	President’s Update	Karen Munro ACRL President
2:10–2:15 p.m.	Vice-President’s Update	Jon E. Cawthorne ACRL Vice-president
2:15–2:35 p.m.	ALA Steering Committee on Organizational Effectiveness (SCOE) #2.0	Lessa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

3:00–3:05 p.m.	Making the ACRL 2021 Conference Call for Participation more inclusive #3.0	Beth McNeil, Chair ACRL 2021 Conference
3:05–3:25 p.m.	Breakout Groups	Karen Munro ACRL President
3:25–3:29 p.m.	ACRL 2021 Scholarship Campaign #4.0	Lori Goetsch, Chair ACRL 2021 Campaign
3:29–3:30 p.m.	Closing remarks	Karen Munro ACRL President

Following the virtual meeting, please complete the online evaluation.

Documents

- Doc 1.0 ACRL Plan for Excellence
- Doc 2.0 ALA Steering Committee on Organizational Effectiveness (SCOE) Report
- Doc 3.0 ACRL 2021 Call for Participation
- Doc 4.0 ACRL 2021 Scholarship Campaign



ACRL Board Talking Points: Midwinter 2020

New Roles and Changing Landscape

- The Committee has two major projects in the works expected to come to fruition this fiscal year. With the guidance of NRCL's OER subgroup, work has begun on the curriculum design for the Open Educational Resources (OER) and Affordability RoadShow with designers Heather Blicher, Kathy Essmiller, Michelle Reed, and Ariana Santiago, chosen after an open and competitive call for applications. The RoadShow will be piloted in Chicago at ALA Annual 2020 and available to travel to campuses, chapters, and consortium starting in summer 2020.
- NRCL's change course subgroup interviewed and chose the team of Dani Brecher Cook, Cinthya Ippoliti, and Brianna Marshall to plan and develop an asynchronous online learning course on change management that includes self-guided, self-paced readings and activities, as well as activities and exercises to be completed as a team. The curriculum designers submitted the draft curriculum for review in December 2019, and the change course subgroup is reviewing through January. The change course is scheduled to debut in spring 2020 and will be freely available from the ACRL website.

Equity, Diversity and Inclusion

- 2020 Memberships for the ACRL Diversity Alliance are currently being accepted. If you institution is interested in joining or renewing, please contact ACRL Program Manager for Strategic Initiatives Allison Payne at apayne@ala.org or visit <http://www.ala.org/acrl/issues/diversityalliance>.
- ACRL 2021 Call for Proposals includes a new statement on Equity, Diversity and Inclusion that reads as follows, "ACRL strives to develop an inclusive conference program that will reflect the library community's diverse range of race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or ability. We also seek presenters and topics from all types of libraries, positions, and experiences, including nonlibrary faculty, staff, and administrators. Individuals are encouraged to address how their proposed sessions and their personal and professional experiences will advance

these goals and will promote equity and inclusion.” See also *new participation limits in the Education section*.

- ACRL 2021 Scholarship applications and RBMS Conference Scholarship application criteria have been widened to include non-members as eligible to apply for scholarship.
- The ACRL Academic Library Trends and Statistics Survey Editorial Board will be making a special outreach to HBCUs in February to encourage greater participation in the ACRL annual survey because almost 56% of HBCUs did not contribute data to the 2018 survey.
- SLILC is beginning work to integrate EDI principles into the Framework RoadShow curricula.

Student Learning and Information Literacy

- SLILC is hosting two events at Midwinter:
 - ■ SLILC Forum
 - 1/25/2020 - 10:30 AM - 11:30 AM; Loews Hotel Philadelphia
 - ■ IL Framework Professional Development
 - 1/26/2020 - 9:00 AM- 10:00 AM; Loews Hotel Philadelphia
- SLILC is beginning work to integrate EDI principles into the Framework RoadShow curricula.
- SLILC is developing an OER Toolkit on open pedagogy and OER-enabled pedagogy and is collecting supporting resources and engaging with the community at appropriate.

Publications

Non-serial Publications

- The most recent books published are:
 - *The Sustainable Library's Cookbook*, edited by Raymond Pun and Gary L. Shaffer
 - *Supporting Today's Students in the Library: Strategies for Retaining and Graduating International, Transfer, First-Generation, and Re-Entry Students*, edited by Ngoc-Yen Tran and Silke Higgins
 - *The 360 Librarian: A Framework for Integrating Mindfulness, Emotional Intelligence, and Critical Reflection in the Workplace*, by Tammi M. Owens and Carol A. Daul-Elhindi

ACRL Trends & Statistics

- The 2019 ACRL Academic Library Trends and Statistics survey was launched in late September 2019 and will close on February 29, 2020. The ACRL Academic Library Trends and Statistics Survey Editorial Board will publish an article in the February 2020 issue of *C&RL News* on findings from the 2018 survey.
- The Editorial Board will also be making a special effort this year to reach out to HBCUs that have not participated in the 2019 survey by the end of January 2020 and increase participation at least 25% over 2018. Almost 56% of HBCUs did not contribute data to the 2018 survey.

ACRL Academic Library Facilities Survey

ACRL will launch a new space survey at the end of January/early February. The basic survey will capture data on square footage, space use, hours, seating and more. Additional surveys are in development, including one on new buildings/renovations as well as future plans for facility development.

Member Engagement

- The ACRL committee volunteer form for section and division-level appointments is open through February 14, 2020! ACRL Vice-President/President-Elect Jon E. Cawthorne invites you to volunteer to serve on a 2020-21 division or section committee. Please visit <http://www.ala.org/acrl/membership/volunteer/volunteer> for more info and the volunteer form.
- The LRNC encourages all members to nominate candidates for the 2021 ACRL Board slate! To nominate an individual or to self-nominate, please submit the nomination form at <https://www.surveymonkey.com/r/acrlboardnominations> by February 15, 2020.
- Voting in the 2020 ALA/ACRL election begins March 9, 2020, with members receiving an email announcement between March 9-10 containing voting instructions. Any individuals whose emails bounced will be sent a "snail-mail" letter with their voting credentials. To be eligible to vote, individuals must have been members in good standing of ALA as well as applicable divisions as of January 31, 2020. Members with disabilities and without Internet access may obtain a paper ballot by contacting ALA customer service at 1 (800) 545-2433, ext. 5.
 - The 2020 ALA/ACRL election will close on April 1 at 11:59 p.m. Central Daylight Time, and the results will be made public the afternoon of April 8.

Education

ACRL Conference

- The ACRL 2021 Conference, *Ascending into an Open Future* Call for Participation was released in October. The Call is available online and was included as an insert in the December issue of *C&RL News*. The ACRL 2021 conference website (www.acrl.org/acrlconference), also launched in October and has information about tentative schedule, social events, costs and scholarship opportunities.
- ACRL is offering a free webcast on February 12 for individuals interested in submitting a proposal for ACRL 2021. The webcast will provide tips for submitting a successful proposal, explain the review process, and provide an opportunity for Q+A.
- For the first time, ACRL is implementing participation limits for speakers. Individuals can submit up to four proposals and can present no more than two times during the conference. This change was made in order to allow as many individuals as possible to participate as conference presenters.

Conferences, Preconferences and workshops

- The 61st Annual RBMS Conference will take place June 23 – 26, 2020 at Indiana University Bloomington, IN. The theme is *Power, Resistance, and Leadership*. Registration and housing will open in early February.

Licensed Workshops (RoadShows)

ACRL staff is working to standardize the curriculum development and refresh of the various RoadShows. We are doing this through increased engagement with goal area committees and development of new procedures for curriculum development and review, which would put them on a regular review schedule.

Staff is working to clarify and document the oversight role of the goal area committees beyond the initial recruitment of presenters and curriculum developers. These new documents will include:

- An outline of oversight committee responsibilities and tasks with a timeline to help goal area leadership better understand their oversight role, and to strengthen the relationship between goal area committees and workshop teams and ensure workshop curricula align with ACRL's strategic initiatives
- A curriculum refresh calendar to help oversight committees work with presenter teams to regularly review/update their workshop curricula and to allow for equitable resource allocation among all presenter groups over alternating years
- Standardization of honorarium and expense funding for curriculum development to ensure a sustainable approach to the RoadShow program.

ACRL Giving Tuesday Campaign

- ACRL participated in the ALA 2019 Giving Tuesday campaign with a matching gift challenge of \$7,750 and, as of January 9, 2020, we have received matching gifts totaling more than 108% of that amount. Raising additional funds for ACRL 2021 Conference scholarships has been the focus of the campaign. The Board will be asked to approve a new fundraising goal at ALA Midwinter for the 2021 ACRL Conference Scholarship Fund.



2020 ALA Midwinter Meeting Schedule – ACRL Directors-at-large

Virtual Meetings

Monday, January 13, 2020

1:00 p.m. – 3:00 p.m. central	○ ACRL Budget & Finance Committee Virtual Meeting	Zoom Login
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Wednesday, January 15, 2020

1:00 p.m. – 3:00 p.m. central	● ACRL Virtual Board Update	Zoom Login
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Thursday, January 16, 2020

2:00 p.m. – 3:30 p.m. central	● ACRL Virtual Leadership Council	Zoom Login
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In-person Meetings in Philadelphia

Friday, January 24, 2020

1:00 PM – 4:00 PM	● Board of Directors I (ACRL)	Loews Philadelphia, Howe
6:30 PM	○ Board Dinner	Chatayee Thai, 1227 Walnut Street

Saturday, January 25, 2020

7:00 AM - 8:30 AM	● ACRL Leadership Council Community Social	Loews Philadelphia, Washington Room
9:00 AM - 11:00 AM	● Board of Directors/Budget & Finance Joint Meeting (ACRL)	Loews Philadelphia, Regency B
12:00 PM - 1:00 PM	○ Steering Committee on Organizational Effectiveness (SCOPE): Division Discussion	Pennsylvania Convention Center, Room 112-AB
11:00 AM - 12:00 PM	● Board of Directors II: Part 1 of 2 (ACRL)	Loews Philadelphia, Howe
3:30 PM - 5:30 PM	● Board of Directors II: Part 2 of 2 (ACRL)	Loews Philadelphia, Howe
4:30 PM - 5:30 PM	○ Steering Committee on Organizational Effectiveness (SCOPE): Equity, Diversity, and Inclusion Discussion	Pennsylvania Convention Center, Room 112-AB
5:45 PM - 6:45 PM	○ ACRL/Harvard LIAL Alumni Reunion	Loews Philadelphia, Lescaze

Sunday, January 26, 2020

3:00 PM - 5:30 PM	○ ALA President's Program featuring Chef Jeff Henderson	Pennsylvania Convention Center, Ballroom AB
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Monday, January 27, 2020

10:00 AM - 11:00 AM	○ Steering Committee on Organizational Effectiveness (SCOPE): General Feedback Discussion Session	Pennsylvania Convention Center, Room 112-AB
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