ACRL
Advancing learning
Transforming scholarship
Association of College & Research Libraries
A division of the American Library Association

Association of College and Research Libraries
Board of Directors Meeting II
Friday, February 17, 2023
1:00 PM–3:00 PM CST

[Zoom Login](#)

Board II Agenda

Time	Item (Document number follows topic description)
1:00–1:01 PM	12.0 Call to order (Ellis)
1:01–1:03 PM	13.0 Opening remarks (Ellis)
1:03–1:04 PM *Action*	14.0 Adoption of the Agenda (Ellis)
1:04-1:05 *Action*	15.0 Consent Agenda, #15.0, #15.1, #15.2, #15.3 • The board will vote on acceptance of the consent agenda.
1:05--1:25 PM *Information/Discussion*	16.0 Awards Process Implementation Task Force (Lori Goetsch and John A. Lehner, Co-Chairs) (no document) • The board will receive an oral update of the Task Force's work to date.
1:25–1:45 PM *Information/Discussion*	17.0 Member Accommodation/Compensation Task Force (Trevor Dawes, Co-Chair) (no document) • Trevor Dawes will provide an oral update of the Task Force's work to date.

Time	Item (Document number follows topic description)
1:45–2:00 PM *Information/Discussion*	**18.0 Nomination and Policy Task Force (Matthew Weirick Johnson, Task Force Chair) #17.0, #17.1** • The Board will receive the report of the Task Force and discuss next steps.
2:00--2:05 PM	Break
2:05—2:10 PM *Information*	**19.0 Officer Reports** • President's Report (Ellis) #1.1 • Vice-President's Report (McNeil) #1.2 • Past-President's Report (Garrison) #1.3 • Councilor's Report (Whatley) #1.4 - forthcoming • Executive Director's Plan for Excellence Activities Report (Malone) #1.5
2:10–2:15 PM *Discussion/Action*	**20.0 Chapter Funding (Ellis) #19.0, #19.1, #19.2** • The Board will entertain a motion from the Budget and Finance Committee to end chapter funding (NB: this was discussed at the October board meeting)
2:15--2:30 PM *Discussion*	**21.0 ACRL/Choice 5-year projections (Mocnik/Malone/Hendrick) #6.0, #6.1** • The Board will hear a short presentation on Choice's 5-year projections. The Budget & Finance Committee on 2/9/23 recommended that ACRL commit to supporting Choice for 5 years. Further discussion and vote to follow in Executive Session.
2:30—2:37 *Discussion/Action*	**22.0 Chat function in board meetings, (Garrison) #22.0** • The board will discuss and vote on the use of chat in virtual/hybrid board meetings.
2:37—2:40 PM *Information*	**23.0 New Business (Ellis)**

Time	Item (Document number follows topic description)

2:40—3:00 PM   24.0 Executive Session
- The Board will go into closed session and guests are asked to excuse themselves.

3:00 PM   25.0 Adjournment (Ellis)
Action

Association of College & Research Libraries
225 N Michigan Ave, Suite 1300
Chicago, IL 60601
1.800.545.2433, acrl@ala.org,
http://www.acrl.org

ACRL Officer Report

Position: President

Name: Erin L. Ellis

Report period: October 2022-January 2023

Date submitted: Feb. 13, 2023

Strategic priority activities

- Completed appointments with the Awards Process Implementation Task Force
- Completed appointments to ACRL/ALA/ARL IPEDS Advisory Task Force
- Completed appointments to ACRL National Student Engagement Survey Information Literacy Module Review Task Force
- Appointed replacement chair for ACRL Information Literacy Frameworks and Standards Committee
- Solicited recommendations for the new Diversity Alliance Committee and worked to identify possible appointees; completed committee appointments worksheet
- Initiated conversations with potential Conference Chairs for ACRL 2025
- Announced EDI as a fifth goal area in the Plan for Excellence
- Announced next steps and membership of Awards Implementation Task Force
- Provided a letter of support for the Archives of Racial and Cultural Healing (ARCH) two-year Cooperative Agreement with the Institute of Museum and Library Services.
- With Executive Director, planned fall and midwinter Board meeting agendas
- With ACRL Board Executive Committee, planned and held Executive Committee meetings
- Attended all ALA Constitution and Bylaws Committee feedback sessions
- Submitted Vice-President/President-Elect Annual Report for *C&RL News*
- With ACRL Staff, submitted ACRL Insider Post regarding Bylaws revisions
- Attended to inquiry/concern from the EBSS Instruction for Educators committee regarding the submission of *Instruction for Educators: Companion Document to the ACRL Framework* to the Information Literacy Framework and Standards committee.
- With Executive Director, met with ALA Constitution & Bylaws chair, ALA Treasurer/liaison to ACRL, ALA Parliamentarian, and ALA Governance Director to discuss ACRL's concerns with the Bylaws revision and its timeline

Ambassador activities

- Invited Speaker for TLA/CULD Speaker Series: Academic Libraries and Organizational Transformation: A Brief Take on Enduring and Present Forces

- Presenter for ACRL Get Involved Webcast
- Provided updates at ACRL Chapters Council meeting
- Attended CNI and ARL Fall Meetings
- Attended the ARL/ACRL virtual listening session between members of the NSTC Subcommittee on Open Science (SOS) and academic and research libraries about the OSTP Policy Guidance "Ensuring Free, Immediate, and Equitable Access to Federally Funded Research"
- Attended meetings and communicated with VAL/NRCL Advocacy Toolkit task force
- Continued to support co-chairs of President's Program Committee
- Communication with ALA Executive Board liaison to ACRL
- Attended ALA Executive Committee meetings
- Sent several donor thank-yous

Association service

- With Executive Director, Vice-President, and Past President, prepared an ACRL Insider Post recognizing ACRL Staff: Our Appreciation and Gratitude for ACRL – A Message from the ACRL Presidents

Press coverage

- Provided quote for EdTech Magazine article, University Libraries Evolve to Support Future Needs

Upcoming scheduled activities

- Feb. 3: Interview with *Inside Higher Ed* on student success initiatives in academic libraries
- Feb. 3: ACRL Board I, virtual
- Feb. 6: ACRL Joint Board/Budget & Finance Committee I, virtual
- Feb. 10: ACRL Joint Board/Budget & Finance Committee II, virtual
- Feb. 17: ACRL Board II, virtual
- March 13: ALA Election opens
- March 15-18: ACRL 2023 Conference, Pittsburgh, PA
- April 3-4: CNI Spring Meeting, Denver, CO
- May 2-3: ARL Spring Meeting, Denver, CO
- June 22-27: ALA Annual Conference, Chicago, IL

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ACRL Officer Report

Position: Vice-President

Name: Beth McNeil

Report period: fall 2022-02/14/2023

Date submitted: 02/14/2023

Strategic priority activities

[Include information about Presidential program work and Board working group service in addition to other activities to advance the strategic plan/priorities.]

- Joined the ACRL Awards Committee subgroup on funding, as chair.
- Appointed ACRL Appointments committee members
- Worked with ALA vice-president Emily Drabinski on appointments
- Attended LLX in New Orleans, Bylaws convention, etc

Ambassador activities

[Include information about award presentations, chapter visits, and liaison activities.]

-

Association service

[Include information about significant contributions to ACRL administration, member services, or other ACRL operations.]

- Met weekly via Zoom with president Erin Ellis, past president Julie Garrison, and executive director Jay Malone

Press coverage

[Include links to coverage as appropriate.]

- At request of Raymond Garcia, Communications Specialist from ALA's Communication Office, I replied to questions from Dennis Pierce, a freelance writer for an article he was writing for Campus Technology magazine about the role of college and university libraries in supporting digital media use and the transformation of library spaces into digital media labs.

Upcoming scheduled activities

[Include date, time, and location of event as appropriate.]

Awards Implementation Committee, 2/14/2023
ACRL Board II, 2/17/2023
ACRL Appointments Committee training, 2/23/2023

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

ACRL Officer Report

Position: Past President

Name: Julie Garrison

Report period: October 1, 2022 – January 31, 2023

Date submitted: February 10, 2023

Strategic priority activities

[Include information about Presidential program work and Board working group service in addition to other activities to advance the strategic plan/priorities.]

- Assisted in preparation for the ACRL Winter Board meetings
- Based upon Board/EDI Committee discussion that took place at the Fall meeting in October, worked with a small group of Board members to finalize language for a new fifth EDI goal area and objective for the Plan for Excellence
- Participated in ACRL Board Update on January 18, 2023

Ambassador activities

[Include information about award presentations, chapter visits, and liaison activities.]

- Attended ACRL Chapters Council meeting
- Attended ACRL Editorial Boards and EDI Committee meetings as able

Association service

[Include information about significant contributions to ACRL administration, member services, or other ACRL operations.]

- Attended ACRL Presidents Zoom meetings most Fridays
- Reviewed ALA revised bylaws changes and provided feedback to the ALA Constitution and Bylaws Committee; attended ALA Constitutional Convention at LibLearnX in New Orleans
- Participated in the review and selection of the 2023 I Love My Librarian Award winners (https://www.ala.org/news/press-releases/2023/01/ten-honorees-set-receive-prestigious-i-love-my-librarian-award-outstanding)
- Developed ACRL Board Liaison Template to assist Board members in structuring communication and information with their committee and sections
- Developed a shortened committee work plan document for considered adoption

Press coverage

[Include links to coverage as appropriate.]

Upcoming scheduled activities

[Include date, time, and location of event as appropriate.]
- ACRL Board II, February 17, 2023, 1-3 pm CT
- Leadership Council, Date and Time TBD
- ACRL Mini-SPOS, June 21, 2023, Chicago, IL
- ALA Annual Conference, June 22-26, 2023, Chicago, IL

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Plan for Excellence Quarterly Activity Report (PEAR)
Report Period: October 1, 2022 – December 2, 2022

This is the first-quarter report of a cumulative report for FY2023. Data format:
- New entries are in regular font.
- Previously reported entries will be noted 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.

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

- The Value of Academic Libraries (VAL) Committee began reviewing applications from prospective facilitators for two of licensed workshops it oversees "Assessment in Action: Demonstrating and Communicating Library Contributions to Student Learning and Success" and "Planning, Assessing, and Communicating Library Impact: Putting the Standards for Libraries in Higher Education into Action."
- A working group comprised of members from the NRCL and VAL continues is finalizing an Academic Library Workers Advocacy Toolkit, designed to help librarians and library workers advocate for themselves, the profession, and the necessity of academic libraries, with guidance from ACRL VP/President Elect Erin Ellis and staff liaisons Kara Malenfant and Erin Nevius.

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

- Project Outcome for Academic Libraries has 4,598 users as of December 1, 2022. To date, 780 academic libraries have created surveys and collected 137,335 responses. In this period, we hosted 2

paid, private "Getting Started with Project Outcome for Academic Libraries" webinars for SELFIN and the College of Western Idaho.

- The VAL committee offered the free ACRL Presents webcast "Libraries and Learning Analytics: The Future is Now" on November 17, 2022. This was a continuation of the November 2021 ACRL ULS webinar, "Libraries and Learning Analytics: Facts, False Choices, and Future Forays." This presentation is part of the committee's effort to refocus attention on using data to support data-driven decision making and making sure academic libraries have a place at the table at the larger institutional level.

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

- A working group of VAL, with representation from the EDI committee, continues work to update the ACRL Proficiencies for Assessment Librarians & Coordinators.

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.

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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.

- Work progresses on the topical issue of *College and Reseach Libraries* (expected Jan 2024) to spotlight new research advancing the priority areas established by ACRL's 2019 research agenda "Open and Equitable Scholarly Communications: Creating a More Inclusive Future." Proposals were due Oct. 3, underwent open peer review, and editors made their decision and sent notifications. Selected authors are now working on full manuscripts, due Jan. 9.

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.

- The Research and Scholarly Environment Committee (ReSEC) published "Scholarly Communications" columns in *C&RL News* in the October, November, and December issues.
- ACRL encouraged the community to celebrate Open Access Week October 24-30, 2022, with a blog post highlighting ACRL's array of resources, publications, and events to help libraries and librarians participate.

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

- See below, under advocacy, for activities of the Library Copyright Alliance and Open Access Working Group.
- On November 16, 2022, ACRL joined ARL in co-sponsoring a listening session on the 2022 Office of Science and Technology Policy (OSTP) public access guidance, "Ensuring Free, Immediate, and Equitable Access to Federally Funded Research." In this session the academic/research library community shared statements and top-of-mind issues with US Federal agency members of the National Science and Technology Council (NSTC) Subcommittee on Open Science (SOS) about the new public-access memo. Nearly 350 people registered for the session, with approximately 255 in live attendance. Afterwards the organizations sent a brief letter to the Chairs of the NSTC SOS outlining what library representatives highlighted in their statements, along with the video recording, and the data from a survey registrants completed prior to the event.

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.

- A working group comprised of members from the NRCL and VAL committees is finalizing an Academic Library Workers Advocacy Toolkit LibGuide, designed to help librarians and library workers advocate for themselves, the profession, and the necessity of academic libraries. Completion is slated for January 2023.

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.

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

- NRCL's Diversity Pipeline subcommittee is creating a Retention Toolkit using existing and new resources, including possible video testimonials on how people have successfully increased retention in their libraries. This group will be working on content until May, at which time it will be sent to the full NRCL Committee and the EDI Committee for review and feedback, with eventual incorporation into the existing ACRL EDI LibGuide.

Core Commitment to Equity, Diversity and Inclusion (EDI)

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

- In November 2022, the ACRL Board approved the EDI goal and objectives for the Plan for Excellence.
- The EDI Committee will have a table at the 2023 ACRL Conference Engagement Fair.
- Out of 135 programs accepted for the ACRL 2023 conference (first round of acceptances in summer 2022), 44 had selected Equity, Diversity, and Inclusion as their primary tag (33% of accepted programs).

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

- ACRL's Government Relations Commitee began drafting the 2023 Legislative Agenda

Strengthening partnerships with other organizations

- Together with ARL and ALA, as part of the Library Copyright Alliance, ACRL took the following actions:
  - December 1, 2022, joined comments to the Copyright Office to support the notice of proposed rulemaking regarding termination rights under the Music Modernization Act's blanket license.
  - October 13, 2022, joined an amicus brief in Hunley et al. v. Instagram, which concerns the "server" test for the display right, in support of the defendant.

Education

Immersion Institutes

- The in-person Immersion Program has been on hiatus since the pandemic. Additionally, the Immersion Facilitator Coordinator resigned in summer 2022. Staff are working with the current facilitator team on potential virtual offerings for 2023.

Licensed Workshops

- Virtual workshops offered during this reporting period:

- o   Framework Off-RoadShow - University of Alberta, November 28-December 2, 2022
- o   Research Data Management Off-RoadShow - Chapman University, November 7-8, 2022

ACRL Conference

- ACRL 2023, "*Forging the Future*," will be offered as a hybrid conference, with the in-person conference held in Pittsburgh, March 15-18, 2023, and a complementary virtual component offered over the same dates.
- ACRL 2023 registration opened in November 2022. As of December 2, there are 283 in-person registrants, 14% of 1,950 in-person goal. There are 33 virtual registrants, 3% of 1,050 virtual goal. Registration revenue is 12% of registration budget. January 20, 2023 is the early-bird registration deadline.
- 189 booths representing 117 companies have been sold as of December 2. Total sales is $393,024, 62% of budget.
- Vendor sponsorship is at $83,250, 37% of budget. Library sponsorship is $106,000, 101% of budget.
- October 16 was the deadline for lightning talk, poster session, roundtable discussion, and virtual presentations. Notifications will go out by mid-to-late December.

	Lightning Talks	Poster Sessions	Roundtable Discussions	Virtual Presentations
ACRL 2023 Proposal Submissions				
ACRL 2023 total submissions	95	265	146	208
ACRL 2023 number accepted for presentation	**40**	**200**	**100**	**32**
ACRL 2023 acceptance rate	42%	75%	68%	15%

- October 16 was the scholarship application deadline. The ACRL 2023 scholarship committee awarded 104 scholarships for a total value of $96,016.

Conferences, Pre Conferences, and Workshops

- The RBMS 2023 Conference entitled *A New Kind of Professional*, will take place June 27 – 30, 2023 at Indiana University Bloomington and virtually. In this gathering, we will address not only questions of how to welcome, prepare, and retain new workers for the increasingly complex demands of GLAMS (Galleries, Libraries, Archives, Museums, and Special Collections) professions, but also address continuing education framed around changes in critical library theory and new approaches to our collections and careers. RBMS is excited to launch its first-ever hybrid conference return to Indiana University Bloomington, the original host institution of the 2020 canceled conference. Registration is expected to launch in March, 2023.

Annual Conference Programs

- ACRL received 32 program submissions for the 2023 ALA Annual Conference. The ACRL Professional Development Committee reviewed proposals and selected 15 programs for presentation (47% acceptance rate).

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

ACRL offered the following e-Learning events during the reporting timeframe:

Title	Type	Date	Registration	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Developing Signature Pedagogies	Course	9/12-10/7/22	24	92%	99%	50%	12
Critical Information Literacy Instruction in an Age of Misinformation	Course	10/24-11/18/22	26	90%	88%	66%	15
Online library instruction: Best practices for live synchronous teaching	Webinar	10/27/22	12	85%	90%	45%	4
Universal Design for Learning: principles and techniques for library instruction	Webinar	11/10/22	24 individuals, 2 groups	89%	90%	40%	7

Member Engagement

Membership units/Governance

- The Undergraduate Librarians Discussion Group Dissolved at the Fall Executive Board Meeting.
- The Research and Assessment Metrics Interest Group transitioned to a Discussion Group at the Fall Executive Board Meeting.
- Chapters Council Secretary position remains vacant as multiple attempts to find someone to serve have failed.
- As of November 14, Chapters Council chair resigns. The Vice-Chair stepped in as interim Chair while the group looks to find a new Vice-Chair. Currently Chapters Council is operating with two vacant positions (Vice-Chair and Secretary.)

Awards

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Membership

Special events at ALA Conferences

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Consulting services

- Held discussion, submitted proposal, and began negotiating contract for external review at a large public research university.
- Held discussion, submitted proposal, and began negotiating contract for external review at a community college.
- Began facilitative support at a small private university.
- Continued strategic planning work with a very large public research university.
- Continued strategic planning and reorganization with a mid-size private university.
- Continued external review at a very small private university.
- Finalized contract and began external review at a very small private college.
- Completed strategic planning work with a small private research university.
- Completed strategic planning work with small private university.

Fundraising

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Publications

Non-periodical Publications

- ACRL has published 4 new books so far in FY23. Here are the most recent:
  - The Data Literacy Cookbook, edited by Kelly Getz and Meryl Brodsky
  - Academic Librarian Faculty Status: CLIPP #47, compiled and written by Ed Bailey and Melissa Becher
  - Designing Libraries for the 21st Century, edited by H. Thomas Hickerson, Joan K. Lippincott, and Leonora Crema (published simultaneously in September as paid hardcover and open access editions; the hardcover sold out in November, and has been reprinted in a paperback edition at a lower price)
- The next books to publish will be:
  - Academic Librarian Burnout: Causes and Responses, edited by Christina Holm, Ana Guimaraes, and Nashieli Marcano
  - Cultural Heritage and the Campus Community: Academic Libraries and Museums in Collaboration (Publications in Librarianship #80), edited by Alexia Hudson-Ward, Julie Rodrigues Widholm, and Scott Walter
  - Teaching Critical Reading Skills: Strategies for Academic Librarians, 2 Volume Set, edited by Hannah Gascho Rempel and Rachel Hamelers

Library Statistics

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Standards, Guidelines, and Frameworks

- No new or revised standards were approved in Q1.

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Framework for Information Literacy for Higher Education Stats					
Online visits	28,6235				28,635
Print distribution (copies)	100				100
Standards for Libraries in Higher Education Stats					
Online visits	3,487				3,487
Print distribution (copies)	0				0
ACRL Insider Stats					
Posts	52				52
Page Views	30,484				30,484
ACRLog Stats					
Posts	12				12
Page Views	20,360				20,360
College & Research Libraries					
Online Access Stats (total access across content formats)	438,424				438,424
C&RL News					
Online Access Stats (total access across content formats)	366,279				366,279

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
RBM					
Online Access Stats (total access across content formats)	33,797				33,797
Social Media					
Facebook Followers	8,207				NA
Twitter Followers	23,333				NA
Instagram Followers	1,417				NA
YouTube Subscribers	2,592				NA

College & Research Libraries

- Issues published on regular schedule.
- A special issue focused on one-shot library instruction was published in September 2022, which proved to be quite popular.

C&RL News

- Issues published on regular schedule.
- Staff continue to work with ALA Production Services on copyediting and layout of C&RL News follow the departure of Production Editor Ann-Christe Galloway. The trial period has gone quite well and the arrangement will continue moving forward.

RBM

- Issues published on regular schedule.
- A search committee from the RBM editorial board and Publications Coordinating Committee has begun work on identifying a new editor for the journal to start in July 2023. The position was posted on a variety of ACRL, RBMS, and external lists in October 2022 and the application deadline was extended in December 2022. The search committee is also doing personal outreach to identify potential applicants for the position.

Operations

Staff

- Aleah Price was hired as Program Coordinator for Membership/Governance on November 28, 2022. She will help coordinate the division-level committee and section appointments, CoPA, Chapters, and other duties to support membership/governance.
- ACRL Program Manager for Strategic Initiatives Allison Payne will be on leave for twelve weeks between approximately December 1, 2022 to February 23, 2023. While she is out, a temp will be hired to help the ED with governance and budget & finance duties. Other staff have been assigned to support the ACRL liaisons, ACRL Diversity Alliance, and ACRL EDI Committee while Allison is out of the office.
- During September to November, Aleah Price continued as a temporary employee while ACRL is understaffed. Price's work included support for division-level committee appointments, CoPA appointments, EDI, governance, and Benchmark/POAL.

ACRL Staff & ALA

- ACRL staff (including Choice) continue serving on and leading ALA cross-functional teams.

CHOICE

May–September 2022

The reporting period for our fourth quarter of the fiscal year saw a lot of activity to prepare content for the start of the 2023 fiscal. Our *Toward Inclusive Excellence* blog was busy securing a slate of marquee guests for its upcoming fall semester series of episodes. We finalized the annual Outstanding Academic Titles list, which publishes in December, and we completed a major report on trends and spending in ebook collection development, which was underwritten by OverDrive Academic. On the business side, we closed the year 8% higher than the previous fiscal year in advertising revenues—a sign of the vendor community's continued faith in Choice as a valuable advertising partner.

During this reporting period we recorded 24 *Authority File* podcast episodes, produced nine webinars, and added 1,864 reviews to *Choice Reviews*. Taken as a whole, these months continue our audience's strong engagement with our content, as shown here in Table 1:

TABLE 1: CHOICE ENGAGEMENT STATISTICS

Choice Reach May to September 2022	
Choice360	134,780 Page views (May to September 12)
Choice Reviews	User sessions: 22,423; PVs: 166,658 (through August 31)
Webinars (Qty 9)	819 average registrations per webinar (May to September 1)
Podcasts	4,199 downloads (May to September 1)
Newsletters (Qty 12)	20,598 total subscriptions/8243 unique contacts
Choice Media Channel (YouTube)	38,951 Videos views (May to Sept 12)

March–May 2022

The good news for the third quarter here at Choice continues to be our advertising efforts. Details follow, but we're showing year-to-date growth over the same period last year and we expect to finish better overall this fiscal year versus FY21. The bad news: We said goodbye to our Editor and Publisher, Mark Cummings, who retired on April 2nd, after nine years at the helm of Choice. Rachel Hendrick, our director of operations, has taken his role on an interim basis.

During this reporting period we hosted twelve Authority File podcast episodes, produced four webinars, and added nine hundred and thirteen reviews to Choice Reviews. Taken as a whole, these months continue our audience's strong engagement with our content, as shown here in Table 1:

TABLE 1: CHOICE ENGAGEMENT STATISTICS

Choice Reach March to May 2022	
Choice360	213,414 Page views (March to May 9)
Choice Reviews	User sessions: 20,586; Page Views: 166,300 (through April 30)
Webinars (Qty 4)	4,406 registrations (through May 13)
Podcasts	4,045 downloads (through May 13)
Newsletters (Qty 12)	20,646 total subscriptions/8305 unique contacts
Choice Media Channel	23,234 Video views (March to May 9)

January–February 2022

With the new year comes new projects and new staff. In what has become customary for Choice at this time of the year, we're planning a significant product launch, work continues on large sponsorship projects, and we've debuted a new season of podcasts. Our operations team has filled an open position and the editorial team has launched searches for two staff members. Meanwhile, we continue to see year-over-year growth across key audience engagement categories.

For both our staff and our readers, the final two months of the year typically bring a burst of end-of-term activity followed by a lull stretching over the last weeks of December. Nonetheless, even during December, the quietest month of the year, Choice360, our content "hub," continued to draw strong engagement, particularly compared to the same period a year ago.

TABLE 1: CHOICE360 YEAR-OVER-YEAR ENGAGEMENT STATISTICS

	Jan-Feb '22	FY22 YTD	Jan-Feb '21	FY21 YTD	M/M%	Y/Y%
Sessions	50,136	178,231	25,655	50,165	95%	255%
Page Views	86,302	305,125	50,796	126,748	70%	141%
Users	42,143	155,888	20,195	48,175	109%	224%

		Dec 2021	FY22 YTD	Dec 2020	FY21 YTD	M/M %	Y/Y %
Choice360	Sessions	21,192	128,095	6,930	34,510	206%	271%
	Page Views	39,065	218,823	18,824	75,952	108%	188%
	Users	17,645	113,745	5,290	27,980	234%	307%

During this reporting period we hosted five Authority File podcasts, produced eight webinars, and added six hundred and nine reviews to Choice Reviews. Taken as a whole, the first six months of the academic year have been a period of strong engagement with our content, as shown here in Table 2:

Although the reporting period for this document effectively comprises no more than six working weeks, during the period we hosted sixteen Authority File podcasts, produced eleven webinars, and added six hundred and eighty-two reviews to Choice Reviews. Taken as a whole, the first four months of the academic year have been a period of strong engagement with our content, as shown here in Table 2:

TABLE 2: CHOICE ENGAGEMENT STATISTICS, ACADEMIC YTD

Choice Reach	
September 2021-February 2022	
Choice360	305,125 page views
Choice Reviews	54,345 user sessions; 452,073 page views
Webinars (25 webcasts)	22,727 registrations; 9,887 attendances
Podcasts (29 episodes)	6,887 downloads
Newsletters (12)	20,593 subscriptions; 8,205 unique subscribers
Choice Media Channel	72,721 webinar screenings

Choice Reach	
September-December 2021	
Choice360	218,823 page views
Choice Reviews	37,140 user sessions; 268,449 page views
Webinars (17 webcasts)	15,497 registrations; 6,710 attendances
Podcasts (24 episodes)	5,178 downloads
Newsletters (10)	20,264 subscriptions; 8,020 subscribers
Choice Media Channel	48,126 webinar screenings

Toward Inclusive Excellence

Since its launch in March 2020 *Toward Inclusive Excellence (TIE) o*ur DEIA focused content channel, continues to make great strides. The TIE team consisting of Editor in Chief, Alexia Hudson-Ward along with Choice editorial, marketing and operations staff have created a multi-channel presentation of topics important to those in Academia.

In March we launched *DEIA Resources for Higher Education: Spring 2022 Edition Voting Rights,* this is the fourth installment of Choice/Toward Inclusive Excellence's rolling list of equity, diversity and inclusion resources created with the help of a number of Choice reviewers and their colleagues. A fifth update to this list *DEIA Resources for Higher Education: Summer 2022 Edition Leisure Studies Resources was released August 2022.* Since May our DEIA Resource lists have garnered 695 number of page views.

In mid-August a new TIE Podcast was launched, *TIE Podcast Summer Session: Applying Social Justice Principles to Leisure Studies with NC State University's Dr. Rasul Mowatt.* In this summer semester episode, Dr. Mowatt joins Alexia Hudson-Ward, *TIE*'s editor in chief, to provide a DEIA perspective to leisure studies. In the conversation, Rasul describes the personal and professional path toward his research, which sits at the intersection between nature, leisure, and race. This podcast dovetailed with our summer 2022 DEIA Leisure Studies resource list.

New TIE Podcasts are slated for the autumn.

In April we launched DEIA Resources for Higher Education: Winter 2022 Edition, this is the third installment of Choice/Toward Inclusive Excellence's rolling list of equity, diversity and inclusion resources created with the help of a number of Choice reviewers and their colleagues.

In mid-March a new TIE Podcast was launched, The TIE Podcast Spring Semester Preview: Maintaining Humanity at Work, with Univ. of Minnesota's Dr. Michelle Duffy. In this spring semester episode, Dr. Duffy joins Alexia Hudson-Ward, TIE's editor in chief, to discuss how team members at every level can work to ensure healthy workplace practices. Delving into the particular impact of the COVID-19 pandemic on employees' mental health, they consider how staff can maintain healthy and productive relationships in the midst of new working environments, stressful home lives, or even grief.

In April another TIE Podcast Spring Semester podcast was launched: Discussing Diverse Representation in Children's Books with Author Kaija Langley. This episode showcases the work of Kaija Langley, the NAACP Image Award–nominated author of the delightful children's book When Langston Dances. Her book tells the story of a young Black boy who is inspired to dance after seeing the Alvin Ailey Dance Company perform, and who is supported in his aspirations by his community.

Since its launch in March 2021 Toward Inclusive Excellence (TIE) our DEIA-focused content channel, continues to make great strides. The TIE team, consisting of Editor in Chief Alexia Hudson-Ward along with Choice editorial, marketing, and operations staff, have created a multi-channel presentation of topics important to the academic library community and beyond.

In January we launched A List of DEIA Resources for Higher Education – Winter 2022 Edition, this pdf is the second installment of Choice/Toward Inclusive Excellence's rolling list of equity, diversity, and inclusion resources created with the help of Association for College and Resource Librarians (ACRL) and a number of Choice reviewers. A third update to this list is planned for Spring 2022. To date we have had 200 downloads of this second list.

In late February a new TIE Podcast was launched, TIE Podcast Spring Semester: A Conversation with Deborah Caldwell-Stone. In this episode, host Alexia Hudson-Ward and Deborah Caldwell-Stone, Director of the American Library Association's Office for Intellectual Freedom and Executive Director of the Freedom to Read Foundation, discuss the drastic increase in book banning and challenges in recent years.

We have many new ideas being fleshed out for 2022 including TIE's one-year celebration on social media, two new spring podcasts, and a Diversity Officer Round Table webinar and a white paper in the Fall.

Since its launch in March 2021 Toward Inclusive Excellence (TIE) our DEIA-focused content channel, continues to make great strides. The TIE team, consisting of Editor in Chief Alexia Hudson-Ward along with Choice

editorial, marketing, and operations staff, have created a multi-channel presentation of topics important to the academic library community and beyond.

During the reporting period, in addition to our weekly blog posts, we published a List of DEIA Resources for Higher Education, the first of a planned series of recommended readings on equity, diversity and inclusion, to be published quarterly. To date we have had 507 downloads of this document, with a second installment set to publish in January. Download the resource list at https://www.choice360.org/tie-post/a-list-of-deia-resources-for-higher-education/

The launch of the Toward Inclusive Excellence content strand on Choice360.org has also created several new advertising and underwriting opportunities. Choice's careful oversight of advertising and sponsor messaging is especially important for TIE; consequently, we have developed a set of guidelines for language and visual placements used to describe and depict underwriters of TIE's blog, webinar, and podcast formats. These guidelines are intended to internally govern how CHOICE solicits and credits third-party financial support within the context of TIE.

Choice Reviews and Choice magazine

During the period, Choice reviewers and editors added 1,864 reviews to the *Choice Reviews* database.

- Number of reviews as of 29 September 2022: 223,201

- *Choice Reviews*: Subscribing Institutions: 819 (As of August)

- *Choice* magazine: Subscribing Institutions: 499 (As of August)

During the period, Choice reviewers and editors added 913 reviews to the Choice Reviews database.

- *Number of reviews as of 13 May 2022: 221,857*

- *Choice Reviews: Subscribing Institutions: 818 (As of March).*

- *Choice magazine: Subscribing Institutions: 479 (As of March)*

A win back email campaign was sent in March to 95 lapsed Choice Reviews subscribers from 2021. The campaign yielded 13 renewals. The offer was a 10% off discount code toward renewals made by April 30th. A letter will be sent to those who have still not renewed in May.

During the period, Choice reviewers and editors added 609 reviews to the Choice Reviews database.

- *Number of reviews as of 28 February 2022: 220,928*

- *Choice Reviews: Subscribing Institutions: 808. Registered users: 12,929*

- *Choice magazine: Subscribing Institutions: 471*

TABLE 3: CHOICE REVIEWS USAGE STATISTICS, ACADEMIC YTD

	Sessions	Page Views	Searches	Readings	Unique Reviews Read
Sep	*9,344*	*60,929*	*29,114*	*34,074*	*10,377*
Oct	*10,407*	*74,345*	*36,321*	*37,325*	*12,157*
Nov	*9,810*	*71,080*	*34,764*	*36,428*	*10,455*

Dec	*7,579*	*62,095*	*31,514*	*34,017*	*8,939*
Jan	*7,548*	*58,867*	*29,356*	*34,531*	*10,153*
Feb	*9,657*	*70,412*	*33,486*	*36,888*	*10,792*
Total	*54,345*	*397,728*	*174,555*	*213,263*	*62,873*

Our feature-length review series of racial justice titles has moved to a monthly frequency (from bimonthly) and in January we featured Colorblindness Is Identity Theft: Acknowledging Racist Histories to Create Diverse Futures, by Zacharia Nchinda Nchinda. February features The 1619 Project: A New Origin Story, by Nikole Hannah-Jones, et al. These extended reviews are also published on our website, Choice360.org, as open content available to all readers at https://www.choice360.org/choice-picks/category/reatured-review/.

Our feature-length review series of racial justice titles continued in November with a 1,500-word review of Four Hundred Souls: A Community History of African America, 1619-2019, by Ibram X. Kendi and Keisha N. Blain (One World, 2021). January 2022 will feature a review of The Scholar and the Struggle: Lawrence Reddick's Crusade for Black History and Black Power, by David A. Varel (North Carolina, 2020). These extended reviews are also published on our website, Choice360.org, as open content available to all readers at https://www.choice360.org/choice-picks/category/reatured-review/.

Outstanding Academic Titles 2021

Production is already underway for the December issue, which is when we debut our annual Outstanding Academic Titles list. The list is now final and we're meeting soon to kick off the marketing plan for the list. Our marketing of the list extends well into the new year to maximize exposure.

Select snippets of the 2021 Outstanding Academic Titles continue to be utilized as content through June 2022 to drive traffic to Choice360.org and as a weekly eNewsletter. The weekly newsletter subscriber sign ups have grown to 960+, with continually strong open and click rates. Approximately ten percent of our Choice360.org page visits are attributed to these OAT curated mini list posts.

Choice announced the 2021 Outstanding Academic Title winners on December 1. Specially curated lists of the 2021 Outstanding Academic Titles continue to be utilized as content to populate a weekly newsletter and drive traffic to Choice360.org. The weekly newsletter subscriptions have grown to 920+, with continually strong open and click rates. Ten percent of our Choice360.org page visits are attributed to these curated mini-list posts.

Published at the beginning of December, Choice's Outstanding Academic Titles (OAT) list for 2021 features 440 print and digital resources from 132 publishers. It represents about 12% of the titles we reviewed during the year (almost 4,000 out of the more than 11,000 received). While the complete list is available only to subscribers, we release selected titles, thematically grouped, periodically during the following year. These snippets can be seen on Choice360.org at [https://www.choice360.org/choice-pick/choice-outstanding-academic-titles/. Subscriber sign-ups to the](https://www.choice360.org/choice-pick/choice-outstanding-academic-titles/.) *companion OAT newsletter have grown to more than 850, with continually strong open and click rates. Twelve percent of our Choice360.org page visits are attributed to these OAT "mini list" posts.*

Choice Bibliographic Essays

Our most recent essay is "The Literature on Video Games," (September) authored by William McNelis, library director of Brookdale Community College in New Jersey. This essay is meant to aid librarians and researchers looking for starting points, key resources, and/or interesting explorations of the broad field of video games. *This and other of our over one hundred bibliographic essays can be accessed at* https://www.choice360.org/choice-picks/category/bibliographic-essays/ *and are available as LibGuides at* https://ala-choice.libguides.com/.

Our most recent essay is "The Historiography of Debsian Socialism: A Century of Interpretations, Parts 1 and 2," (April and May) authored by Edward Remus (Northeastern Illinois University). Part 1 examines the historiography of Debsian socialism and the Socialist Party of America (SPA) from a broad perspective. Part 2 focuses more narrowly on the SPA's activities in specific cities, states, and regions; its relationship to particular civil-social constituencies; and its significance in the lives of intellectuals, organizers, and officeholders who once championed the Party's politics. This and other of our over one hundred bibliographic essays can be accessed at https://www.choice360.org/choice-picks/category/bibliographic-essays/ and are available as LibGuides at https://ala-choice.libguides.com/.

Our most recent essay is "Transgender Studies: Literature in an Evolving Field," authored Robert Ridinger (Northern Illinois University). It examines the patterns of monograph publication, archive creation, website use, and journal formation across the three decades of the evolution of transgender studies. This and other of our over one hundred bibliographic essays can be accessed at https://www.choice360.org/choice-picks/category/bibliographic-essays/ and are available as LibGuides at https://ala-choice.libguides.com/.

Our most recent essay is "Histories of Women's Reproduction in Latin America and the Caribbean," coauthored by Bonnie Lucero (University of Houston-Downtown) and Elizabeth O'Brien (Johns Hopkins University). It exposes a growing body of scholarship on the history of women's reproduction in Latin America and the Caribbean, scholarship growing out of a much longer tradition of feminist research on women's history and, more recently, on gender and sexuality in the region. Although the primary focus is on English-language monographs and volumes, the essay also references important foreign-language texts, especially those on significant regions such as Brazil, Cuba, and Mexico.

This and other of our over one hundred bibliographic essays can be accessed at https://www.choice360.org/choice-picks/category/bibliographic-essays/ and are available as LibGuides at https://ala-choice.libguides.com/.

Ask an Archivist

"Ask an Archivist" is an ongoing series of interviews conducted by Choice staff with directors, curators, and others responsible for special collections or exhibits of note in academic libraries.

August: "Women's Worlds in Qajar Iran: A Conversation with Archivist Azadeh Tajpour"

In this interview, Choice sits down with Azadeh Tajpour, the project manager and digital archivist for Women's Worlds in Qajar Iran (WWQI), to discuss the digital archive's efforts to capture the daily realities of women's lives in Iran during the Qajar period. Interview conducted by Fatima Mohie-Eldin, our social sciences editor.

Ask an Archivist interviews from 2016 to the present can be found at https://www.choice360.org/features/category/ask-an-archivist/.

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April: "Portland Street Art Alliance"
In this interview, Choice sits down with Tiffany Conklin and Tomás Valladares, founders of the Portland Street Art Alliance (PSAA), to discuss the Pacific Northwest–based public art initiative and its efforts to support local artists, fund and preserve new and existing public art projects, and educate the public on the history and meaning of public art in the area. Interview conducted by Fatima Mohie-Eldin, our social sciences editor.

Ask an Archivist interviews from 2016 to the present can be found at
https://www.choice360.org/features/category/ask-an-archivist/.

Data Management Project

We continue to chip away at tagging our very large Choice Webinars list (Qty 50,498 at present), with the intention of segmenting our audience more intentionally and to give our subscribers the content they prefer.

"Ask an Archivist" is an ongoing series of interviews conducted by Choice staff with directors, curators, and others responsible for special collections or exhibits of note in academic libraries. Two such interviews were published during the last quarter of 2021.

February: "Gather Out of Star-Dust: The Harlem Renaissance and The Beinecke Library"
In this interview, co-curators Melissa Barton and Kassidi Jones discuss "Gather Out of Star-Dust: The Harlem Renaissance and The Beinecke Library." Originating as a highly popular exhibition in 2017, the web version uses the same narrative framework, but also provides supplementary resources and an adaptability unique to the digital format. Melissa and Kassidi explain the roots of this exhibit—the James Weldon Johnson Memorial Collection from 1941—and the archivist's responsibility to capture the past. Interview conducted by Sabrina Cofer, our Digital Media Producer.

Ask an Archivist interviews from 2016 to the present can be found at
https://www.choice360.org/features/category/ask-an-archivist/.

In other editorial news, we've begun the hiring process this period to fill two positions: a digital media assistant and a social sciences editor spot that has been open for the last two years. We're looking forward to being back to a full staff in the editorial department!

"Ask an Archivist" is an ongoing series of interviews conducted by Choice staff with directors, curators, and others responsible for special collections or exhibits of note in academic libraries. Two such interviews were published during the last quarter of 2021.

October: "The A is for Arab Exhibit." In this interview, Choice sits down with Amita Manghnani, associate director of the Asian/Pacific/American Institute at NYU, and Laura Chen-Schultz, the institute's deputy director, to discuss "A Is for Arab," a traveling exhibition showcasing pervasive stereotypes of Arabs and Muslims in US media. Interview conducted by Fatima Mohie-Eldin, our editor for social and behavioral sciences and the editor of the TIE weekly blog posts.

December: "The American Left Ephemera Digital Collection," a conversation with Edward Galloway and David Grinnell of the University of Pittsburgh Library System regarding the American Left Ephemera Digital Collection. Founded by Pittsburgh history professor Dr. Richard Oestreicher, the archive consists of pamphlets, posters, flyers, and other short-term objects created or used by 20th-century American Leftist movements. Interview conducted by Sabrina Cofer, Choice digital media producer.

Ask an Archivist interviews from 2016 to the present can be found at https://www.choice360.org/features/category/ask-an-archivist/.

Resources for College Libraries

RCL and RCL Career Resources subject editors completed annual editorial revisions, adding 2,612 titles to the database during this period (6 May – 18 September). The peer review of the RCL Social Science and Science and Technology subjects proceeded with 74 referees assigned review materials across twenty-five subject disciplines. RCL subject editors met for a seven-part pilot discussion series to connect, engage, and discuss editorial concerns including EDI, weeding, and topical matters. With ProQuest-Clarivate (PQC) production partners, we released a new image feature for the database List pages. We designed, developed, and updated RCL and BBAS sales collateral materials in preparation for a new PQC product portal page.

RCL and RCL Career Resources subject editors added 92 titles to the database during this period (1 March – 5 May). In editorial news, annual revision materials were distributed to all subject editors; the project editor drafted and shared a deselection report; peer review recruiting for the twenty-three RCL social sciences and science and technology subjects began; and editors kicked off in a six-part discussion series. Three new editors joined the project: Erika Hosselkus (Latin American History, University of Notre Dame); Lisa Hooper (Music, Tulane University); and Jolene Manus (Native American Studies, University of New Mexico). In sales and marketing, we launched a campaign supporting the Bowker Book Analysis System and coordinated ongoing DEI outreach with ProQuest partners. In product development, ProQuest released an updated Browse page for the RCL user database with increased accessibility and subject refine filters.

During this reporting period, RCL and RCL Career Resources subject editors added 602 titles to the database. The 18-month deselection project concluded with approximately 12,500 titles across RCL and RCL Career Resources subjects, bringing the total RCL Plus holdings down to 93,249. Seven new subject editors joined the project for the 2022 editorial year (as follows, with RCL/RCL Career Resources subject and institutional affiliation): Rachel Bohlmann (American Studies, University of Notre Dame); Betsy Young (Building and Construction Trades, Austin Community College); Eileen Kramer (Engineering and Technology, Georgia Perimeter College); Hélène Huet (French and Italian Languages and Literatures, University of Florida); Larissa

Garcia (Graphic and Apparel Arts, Northern Illinois University); Sam Hansen (Mathematics, University of Michigan); and Kioumars Ghereghlou (Middle Eastern History, Languages, and Literatures, Stanford University). With ProQuest partners, we developed a product roadmap for the year that included upgrades to the database user interface.

RCL and RCL Career Resources subject editors added 245 titles during this period (14 October – 31 December). As our ongoing database-wide deselection initiative enters its final phase, the RCL Plus database currently holds 94,302 titles in total. During this time, the project editor provided administrative support for the conclusion of the 2021 editorial calendar and beginning of the 2022 revision cycle, including: distributing editorial acknowledgment and honoraria payments, preparing 73 new edition reports, and sending new subject editor agreements to continuing subject editors. The RCL editorial board held its midyear meeting in early December, and recruiting began to fill editorial vacancies.

Choice360.org

During the reporting period, members of the Choice team continued their planning of a new content channel similar in format to *Toward Inclusive Excellence*. This new channel will focus on library technology and will incorporate blog posts, podcasts, webinars, and other content appropriate for providing practical, actionable, and instructional information to academic librarians who need to implement technology-based solutions to services and resources. During the period, the team conducted a competitive analysis of other media brands that cover this market.

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Choice Research

Choice and OverDrive Professional have agreed to collaborate on an underwritten report that combines a survey, analysis, and case studies that examine how academic libraries are managing their budgets over the next few years. Initial planning for the report will begin early in the new year with a targeted publication date of late in the second quarter. Find our reports at https://www.choice360.org/research-papers/.

Choice Case Studies

Taylor & Francis has secured Choice's custom publishing team to develop a series of case studies that examine how academic libraries are building especially productive and fruitful faculty relationships. Choice will target five different library types for the case studies and follow their publication in spring 2022 with a webinar featuring a panel of stakeholders from each of the reports.

The Authority File

During the May 1st-September 1st period, Choice's podcast The Authority File featured 24 episodes and amassed 4,199 downloads. The episode with the most downloads was episode 257, "Redefining Space, Access, and Formats in Academic Libraries: Libraries as a Service," sponsored by OverDrive, which had 424 downloads.

In May, Springer Nature had its second of four series in 2022 with guest Bob Brinkmann, an urban sustainability researcher who talked about his latest title *Practical Sustainability: A Guide to a More Sustainable Life*. The month of May had 1,146 downloads. In June, Choice had two series: The OverDrive-sponsored series, "Redefining Space, Access, and Formats in Academic Libraries" and the SAGE Publishing-sponsored "Spotlighting Academic Library Innovation," which highlighted three projects by academic librarians and tips for librarians to jumpstart their own innovations. June had a total of 1,047 downloads.

July featured Wilfrid Laurier University Press's second of four series in 2022, "Cultivating Indigenous Studies," which discussed guest Deanna Reder's latest book on Indigenous intellectual tradition and her work in developing Indigenous Literary Studies. July had 768 total downloads. Finally, August had two series, the Springer Nature-sponsored "Artificial Intelligence in Medicine (AIM) & Ethics" and the Palgrave Macmillan-sponsored "How HSS Scholarly Publishing Supports Social Justice," which looked at the publisher's work in DEI policies and social justice initiatives. August had 1,238 total downloads.

For fiscal year 2022, Choice produced 62 episodes of The Authority File and five episodes of the Toward Inclusive Excellence podcast.

Find all Authority File episodes here: https://www.choice360.org/podcasts/category/the-authority-file/

Choice's podcast The Authority File featured 11 episodes in the March 18-May 13, 2022 period. In late March, The Authority File produced a 25-minute special interview with ITHAKA's John Lenahan. Lenahan discussed ITHAKA's 10th anniversary of offering ebooks on JSTOR and the future of the Books at JSTOR program. This episode received 131 downloads.

April featured two sponsored, four-episode series. Wilfrid Laurier University Press returned for its first series of four in the 2022 calendar year. The guest was Michelle Porter, who discussed her writing style, Métis ancestry, and memoir Scratching River. Our second series in April was sponsored by MIT Press, whose guests looked back at a year of MIT Press's library collective action model Direct to Open. This was MIT Press's third series on Direct to Open, the first in April 2020 to discuss creating the model, then again in March 2021 to chat about its launch. The total number of downloads in April 2022 was 1,249, a 36 percent increase over 919 downloads in

April 2021. In May, Springer Nature returned with guest Bob Brinkmann, an urban sustainability researcher who talked about his latest title Practical Sustainability: A Guide to a More Sustainable Life.

As of fiscal year 2022, Choice has produced 41 episodes of The Authority File and four episodes of the Toward Inclusive Excellence podcast. Find all Authority File episodes here:
https://www.choice360.org/podcasts/category/the-authority-file/

TABLE 4: THE AUTHORITY FILE PODCASTS, CURRENT REPORTING PERIOD (THROUGH MAY 13)

Date	Series Title	Episode Title
03/30/2022	Ten Years of Books at JSTOR: An Interview with ITHAKA's John Lenahan	
04/04/2022	Michelle Porter and the Métis Way	Ancestry and Arts-Based Research
04/06/2022	Direct to Open Post-Launch	Refreshers, Partnerships, and Catching Up
04/11/2022	Michelle Porter and the Métis Way	Genesis, Themes, and Healing Past Trauma
04/13/2022	Direct to Open Post-Launch	The Institutional Perspective
04/18/2022	Michelle Porter and the Métis Way	Writing Style, Voice, and "Telling It All Crooked"
04/20/2022	Direct to Open Post-Launch	Market Forces and Publisher Challenges
04/25/2022	Michelle Porter and the Métis Way	Writing Structure, History, and Bibliographies
04/27/2022	Direct to Open Post-Launch	Consortia, Goals, and the Future of Open Models
05/04/2022	Practical Sustainability	Introductions and Changes in Environmental Studies
05/11/2022	Practical Sustainability	Translating for the Layperson

Choice's podcast, The Authority File, posted five episodes in this reporting period, featuring a Springer Nature-sponsored series in January and one unsponsored episode in February. There were 968 total (all episodes) downloads in January, an increase of 6 percent from January 2021. Despite posting only one new episode in February, that month resulted in 741 downloads. The total number of downloads for the reporting period was 1,709. In this fiscal year to date, Choice has produced 29 episodes of The Authority File and two episodes of the Toward Inclusive Excellence podcast.

January's Authority File guest was Dr. Sarah Elaine Eaton, who discussed the field of educational ethics and academic integrity; the four episodes gained 498 total downloads during this period. February's guest was Uli Beutter Cohen, the founder of Subway Book Review, a social media project that documents the book picks of New York City subway-goers. The conversation included the history of the project, her new book, and the current rise in book banning. In February, Choice purchased a Soundcloud Pro account for the TIE Podcast to accommodate its growing output.

The Authority File episodes are available on all of the major podcast services and can most easily be accessed via our website, https://www.choice360.org/podcasts/category/the-authority-file/

November saw Wilfrid Laurier University Press return with its third series of the calendar year to discuss DisPlace: The Poetry of Nduka Otiono, as well as Adam Matthew Digital to talk about primary source literacy. December's sponsors included the University of Ottawa Press and the previously mentioned Wilfrid Laurier University Press. The former discussed its 2020 title Anthropocene Geopolitics, and the latter included three guests who explored the topic of community music. November 2021 also marked a year since Choice switched its podcast metrics service to Blubrry, which records individual episode and monthly download data.

Webinars

In the period of May 1st to September 1st, Choice held nine webinars with averages of 819 registrants and 324 attendees. The average attendance rate was 40 percent. One program of note was the Taylor & Francis sponsored webinar, "How Academic Librarians are Working with Faculty to Source Affordable Textbooks for Students," which garnered 1,299 registrants and 537 attendees. This webinar marked the third consecutive summer that Taylor & Francis has sponsored a webinar-case study program, which is also available to download on our website. This program outperformed last year's session, "The Socially-Distanced Library: Best Practices During and After COVID-19," which had 1,106 registrants and 481 attendees.

Additional programs of note included "Unlocking Value: Keys to Incorporating Open Access in Library Collections," which garnered 926 registrants and 364 attendees for an attendance rate of 39 percent; this session was sponsored by a new sponsor, SirsiDynix. In addition, the ProQuest-sponsored "Open Systems in the Age of Library Services Platforms: A Conversation with Marshall Breeding," received 1,107 registrants and 478 attendees for an attendance rate of 43 percent, in addition to adding 315 new contacts to the Choice Webinars list.

On an administrative level, the digital media assistant and digital media producer organized webinar survey suggestions for future programs. Comments were pulled from FY19 through FY22 and organized into 13 categories. This list will aid in understanding the popularity of topics over the years and can guide more editorially-driven webinars or connections with future sponsors. The list will continue to be updated yearly.

View recent webinars at https://www.choice360.org/media/webinars/ or visit the Choice Media Channel on YouTube: https://www.youtube.com/channel/UC4AQ1G-u32Y9OX5hRzxdXrQ.

In the period of March 18 to May 20, 2022, Choice held four webinars, averaging 929 registrants and 390 attendees. The average attendance rate was 37 percent. One program of note was a special event sponsored by ProQuest, FILM PLATFORM, ROCO Films, Participant Media, and National Geographic Documentary Films titled "The First Wave, A Panel Conversation: Lessons from the Pandemic for a Brighter Future." This session was a 75-minute panel discussion on the documentary "The First Wave," and followed a highly-coordinated marketing plan via social media and e-newsletters. The event attracted 1,932 registrants and 601 attendees. It marked the third time ProQuest has selected Choice to produce this type of program, the first of which being "Picture a Scientist" in March of 2021, followed by "Mission: JOY" in October 2021.

Another well-registered and attended program included Ex Libris's March 24th session, "Research Information Management: Library Roles and Opportunities," which had 950 registrants and 366 attendees for an attendance rate of 39 percent.

View recent webinars at https://www.choice360.org/media/webinars/ or visit the Choice Media Channel on YouTube: https://www.youtube.com/channel/UC4AQ1G-u32Y9OX5hRzxdXrQ.

During January and February Choice hosted eight webinars, with averages of 904 registrants and 397 attendees. The average attendance rate was 43 percent with 7,230 total registrations. Two webinars gained over 1,000 registrants: "Elevate the Library – Improving Library Value and Increasing Institutional Impact" and "The Key to Modern Resource Sharing: Whole Ebook Lending and More," which also achieved a 51 percent attendance rate. In addition, the January 20th program "How will libraries deliver a sustainable future?" featured three language interpreters, including Spanish, French, and Portuguese. This required quite a bit of behind-the-scenes work on the Zoom platform!

View recent webinars at https://www.choice360.org/media/webinars/ or visit the Choice Media Channel on YouTube: https://www.youtube.com/channel/UC4AQ1G-u32Y9OX5hRzxdXrQ.

TABLE 5: CHOICE/ACRL SPONSORED WEBINARS, ACADEMIC YTD

Date	Sponsor	Title	Reg	Attend
9/9/21	MLA	Introducing MLA Handbook Plus: The Digital Subscription Platform	982	516
9/14/21	ProQuest	Drawing Disability, Framing Activism: Comics and Graphic Narratives for Interdisciplinary Teaching and Research	499	210
9/16/21	BibliU	The Future of the Digital Library: Leveraging Digital Content in an In-Person Learning Environment	868	339
9/21/21	SBRNet	Supporting Students in Sports Business with Data Analysis, Tools and Online Resources	315	142
9/28/21	RCL	What Subject Librarians Can Teach Us About Managing Collections: Perspectives and Best Practices	1,219	513
9/30/21	Springer Nature	Curating the Modern Curriculum: The Librarian's Role in Our Transformation to Online Learning	847	300
10/5/21	ProQuest	Mission: JOY, A panel conversation on creating happiness in troubled times	3,653	1,707
10/7/20	OverDrive	How academic libraries are bringing diversity, equity and inclusion to their campuses	786	368
10/12/21	Ex Libris	Gaining a Competitive Edge Through Research Analytics	202	83
10/14/21	SNSI	Cybersecurity in Higher Education	578	212
10/19/21	Adam Matthew	Settlement, Slavery and Empire: British colonial rule in the Caribbean	653	293
10/27/21	BibliU	Managing Digital Collections: How can libraries make their print and digital collections work together?	1,069	465
11/9/21	ProQuest	Making the Shift from Physical to Electronic Resources Quickly and Affordably	608	224
11/30/21	Elsevier	Open Access Pilots: Learnings from Elsevier and Pilot Partners	529	229
12/2/21	OECD	Economic Outlook: Keeping the Global Recovery on Track	690	235
12/7/21	ProQuest	Cutting-Edge Solutions Moving Libraries Forward in the Digital Age	1,047	429

12/8/21	*Springer Nature*	*Best practices to make accessibility services more visible online and web content more accessible*	*952*	*445*
1/20/22	*Elsevier*	*How will libraries deliver a sustainable future?*	*506*	*213*
1/25/22	*Ithaka S+R*	*Leveraging the 21st Century Library: Opportunities for Collaboration to Support Student Success*	*940*	*460*
1/26/22	*ProQuest*	*Elevate the Library – Improving Library Value and Increasing Institutional Impact*	*1,619*	*754*
1/27/22	*OECD*	*Rebuilding Trust in Government and Public Institutions for a Functioning Democracy*	*958*	*343*
2/3/22	*OverDrive*	*How libraries are leveraging digital content to engage students with alternate formats*	*520*	*191*
2/9/22	*OECD*	*Post-COP26: Driving Climate Action*	*808*	*295*
2/22/22	*Springer Nature*	*Artificial Intelligence (AI) in academic libraries: How new AI services can support your library users*	*697*	*316*
2/23/22	*ProQuest*	*The Key to Modern Resource Sharing: Whole Ebook Lending and More*	*1,182*	*605*
		Total	***22,727***	***9,887***

During November and December Choice hosted five sponsored webinars, with averages of 765 registrants and 312 attendees. The average attendance rate was 40 percent, with 3,826 total registrations. Two webinars of note were "Cutting-Edge Solutions Moving Libraries Forward in the Digital Age" (1,047 registrants, 429 attendees) and "Best Practices to Make Accessibility Services More Visible Online and Web Content More Accessible" (952 registrants, 445 attendees), the latter including a third-party captioning service provided by the sponsor to support the topic of accessibility.

View recent webinars at https://www.choice360.org/media/webinars/ or visit the Choice Media Channel on YouTube: https://www.youtube.com/channel/UC4AQ1G-u32Y9OX5hRzxdXrQ.

Operations

In early April our Editor and Publisher, Mark Cummings, retired after nine years of service. Rachel Hendrick, the Director of Operations, has stepped in as interim Editor and Publisher. Whitney Roberts, our new Library Technical Assistant, started in late March and is settling into her new role. She brings years of cataloging experience from both academic and public libraries. In May, Daniel Pfeiffer started as editor, social sciences, filling a position that's been held open for several years. Daniel's appointment means the editorial department is now fully staffed. Choice's digital staff also grew in May when Ashley Roy joined us as digital media assistant. Ashley will be working closely with digital media producer Sabrina Cofer, supporting webinars, podcasts, social media, and newsletters.

We are in the process of applying for a trademark for our Outstanding Academic Titles brand as part of a larger effort to move distribution of the digital and physical seals to the ALA Store and Chicago Distribution Center.

After a lengthy interview process during the reporting period, the department will welcome our Library Technical Assistant (LTA), Whitney Roberts, in late March. Whitney previously worked in both public and academic libraries as an LTA and is excited to bring her talents to Choice. The hiring committee was impressed with her cataloging experience and her enthusiasm for working at the American Library Association. We feel lucky to have her and are very excited to introduce her to the rest of the Choice staff.

In November our long-serving Library Technical Assistant announced her retirement, giving us the opportunity to reimagine this position in the face of changing staffing needs at Choice. The new position will be full-time and will include more responsibility in the mailroom: sorting and delivery of books to editors as well as processing books to send to reviewers. This new position will free other staff members to take on more responsibility for new digital projects.

The subscription and customer service team continues to work with Omeda, our new subscription and fulfillment vendor, to fix issues left over from the data conversion in June. Now that we have more training, we're able to pull our own subscriber lists and have a clearer idea of which financial reports best satisfy the requirements both of Choice and ALA Finance.

Subscriptions & Fulfillment

Even though we have a regular renewal effort for all Choice products through Omeda, our fulfillment company, we occasionally do a fourth and fifth effort. The most recent fourth effort, sent via email in mid-April, went to ninety-five Choice Reviews subscribers who did not renew their subscription in 2021. We received thirteen renewals from this effort, a 14% response rate. The next effort, to be sent out mid-May, will go via USPS to those remaining eighty-two subscribers.

Advertising

Advertising sales fourth quarter closed the year at $843K, an increase of 8% over FY21. The year produced (10) brand new advertisers including SirsiDynix, Lean Library, Simon & Schuster, and British Medical Journal to name a few. Overall new business for FY22 generated $111,500.

Revenue from content marketing products (i.e. e-blasts, newsletters, podcasts) and webinars continue to lead (39%) over traditional print and banner advertising (19%). We will see this trend continue thru FY23.

FY23 is starting the year down 19% from this time last year. The decline reflects a combination of fewer webinar reservations and available sponsorships, however it is anticipated this will even out after Q1.

The third quarter results for advertising sales continue to show growth over last year by 9%. During this period ProQuest delivered another outstanding event for the latest addition to their Academic Video Online product. First Wave, an inside look at the onset of the pandemic generated 1,932 registrations and $20,000 in advertising revenue.

The monthly sponsorship for Towards Inclusive Excellence continues to have great interest from supporters. Q3 underwriters included Rowman & Littlefield, Springer Nature & Accessible Archives and generated $15,000 in revenue.

The year-end outlook is on track to finish 7% better than FY21 with webinars as our leading product followed by e-Blasts and newsletters.

Second FY22 continues with webinars taking the lead in sales against all other advertising products, followed by sales from sponsored e-Blasts and e-newsletters. This period brought in (3) brand new webinar sponsors

including Ithaka S+R, United Nations Publications, and SirsiDynix, which generated $25,000 in combined revenue. Overall, YTD new business has generated $80,000.

Choice Income Statement, FY18-FY28P

For complete data, see Backup Worksheet

Projected performance for FY23 and beyond is before any and all RIFs

ALA Fiscal Year: 1 September to 31 August

	HISTORICAL PERFORMANCE					PROJECTED PERFORMANCE					
	FY18	FY19	FY20	FY21	FY22	FY23B	FY24P	FY25P	FY26P	FY27P	FY28P
Beginning Net Assets	2,533,295	2,926,294	2,571,980	2,631,992	3,047,434	3,201,916	3,168,549	3,172,778	3,177,218	3,187,925	3,211,255
TOTAL REVENUES	2,813,284	2,520,864	2,485,765	2,390,901	2,314,050	2,251,395	2,349,328	2,386,177	2,430,736	2,483,372	2,544,516
Total Expenses before OH/Taxes	2,524,186	2,326,429	2,067,141	1,651,683	1,824,631	1,960,952	2,008,313	2,040,068	2,072,457	2,105,495	2,139,193
Contribution Margin	289,098	194,435	418,624	739,218	489,419	290,443	341,015	346,109	358,279	377,877	405,322
Contribution %	10%	8%	17%	31%	21%	13%	15%	15%	15%	15%	16%
Overhead (to ALA General Fund)	371,353	334,014	329,364	298,491	306,612	298,310	311,286	316,168	322,073	329,047	337,148
Allocations (Loan: 575 Main St)	49,746	38,411	29,248	25,285	28,326	25,500	25,500	25,500	25,500	25,500	25,500
Tax	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	2,945,285	2,698,854	2,425,753	1,975,459	2,159,569	2,284,762	2,345,099	2,381,736	2,420,030	2,460,042	2,501,842
Net Revenue/(Expense) from Ops	(132,001)	(177,990)	60,012	415,442	154,481	(33,367)	4,229	4,440	10,706	23,330	42,674
NAB Transfer	(525,000)										
Open Choice writedown		176,324									
Net Revenue/(Expense)	392,999	(354,314)	60,012	415,442	154,481	(33,367)	4,229	4,440	10,706	23,330	42,674
Ending Net Assets	2,926,294	2,571,980	2,631,992	3,047,434	3,201,916	3,168,549	3,172,778	3,177,218	3,187,925	3,211,255	3,253,929

Backup Worksheet: Five-Year Projections

		Historical Performance								Projected Performance						Y/Y Change Projections
		FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23B	FY24P	FY25P	FY26P	FY27P	FY28P	
REVENUE																
Subscriptions																
Choice Reviews		679,982	652,009	684,248	678,076	651,630	622,735	590,636	578,652	495,144	567,100	555,758	544,643	533,750	523,075	
	Y/Y		0.96	1.05	0.99	0.96	0.96	0.95	0.98	0.86	1.15	0.98	0.98	0.98	0.98	0.98
Choice magazine		546,882	519,261	445,608	429,171	387,925	413,039	301,761	268,821	232,934	221,000	201,110	183,010	166,539	151,551	
	Y/Y		0.95	0.86	0.96	0.90	1.06	0.73	0.89	0.87	0.95	0.91	0.91	0.91	0.91	0.91
Reviews on Cards		148,602	141,372	116,186	100,070	92,677	74,101	63,807	55,802	46,963	0	0	0	0	0	
	Y/Y		0.95	0.82	0.86	0.93	0.80	0.86	0.87	0.84	0.00	0.00	0.00	0.00	0.00	0.00
Resources for College Libraries		195,935	145,365	147,579	138,545	132,798	122,282	114,391	135,395	125,000	140,000	140,000	140,000	140,000	140,000	
	Y/Y		0.74	1.02	0.94	0.96	0.92	0.94	1.18	0.92	1.12	1.00	1.00	1.00	1.00	1.00
ccAdvisor (Choice share)		0	0	0	32,130	41,100	26,577	14,719	198	0	0	0	0	0	0	
	Total Subscriptions	1,571,401	1,458,007	1,393,621	1,377,992	1,306,130	1,258,734	1,085,314	1,038,868	900,041	928,100	896,868	867,653	840,289	814,626	
	Y/Y		0.93	0.96	0.99	0.95	0.96	0.86	0.96	0.87	1.03	0.97	0.97	0.97	0.97	
Advertising and Sponsorships																
Choice magazine (space ads)		410,562	413,904	422,745	341,678	258,286	220,610	135,915	117,559	114,600	71,625	71,625	71,625	71,625	71,625	
	Y/Y		1.01	1.02	0.81	0.76	0.85	0.62	0.86	0.97	0.63	1.00	1.00	1.00	1.00	1.00
Choice Reviews (banner advertising)		174,162	155,198	189,070	177,739	141,368	58,469	43,143	39,311	38,200	38,200	38,200	38,200	38,200	38,200	
	Y/Y		0.89	1.22	0.94	0.80	0.41	0.74	0.91	0.97	1.00	1.00	1.00	1.00	1.00	1.00
ccAdvisor (banner ads, paid placement)					11,817	12,179	6,418	1,655	2,092	0	0	0	0	0	0	
Choice360.org		0	0	0	0	0	0	0	58,440	66,850	143,250	157,575	173,333	190,666	209,732	1.10
Webinars (net to Choice)		77,750	85,327	98,241	102,421	138,882	180,807	266,534	264,556	263,819	271,936	285,533	299,809	314,800	330,540	1.05
White Papers					37,100	48,395										
Podcasts					14,372		204,196	330,561	317,328	329,475	353,350	388,685	427,554	470,309	517,340	1.10
Newsletters & eBlasts		In CR	In CR	In CR	In CR	In CR										
	Total Advertising and Sponsorships (Net)	662,474	654,429	725,476	693,590	599,110	670,500	777,808	799,286	812,944	878,361	941,618	1,010,520	1,085,600	1,167,437	
	Y/Y		0.99	1.11	0.96	0.86	1.12	1.16	1.03	1.02	1.08	1.07	1.07	1.07	1.08	
Royalties																
Choice		271	1,318	6,189	931	1,370	680	403	639	500	500	500	500	500	500	1.00
Choice review content		492,013	500,089	561,853	514,160.00	513,321	486,539	465,663	437,676	465,710	470,367	475,071	479,821	484,620	489,466	1.01
Resources for Coillege Libraries		130,483	119,964	78,500	15,000	7,000	18,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	1.00
	Total Royalties	622,767	621,371	646,542	530,091	521,691	505,219	476,066	438,315	476,210	480,867	485,571	490,321	495,120	499,966	
			1.00	1.04	0.82	0.98	0.97	0.94	0.92	1.09	1.01	1.01	1.01	1.01	1.01	
Miscellaneous Sales		86,659	78,064	87,728	93,560	12,158	14,589	12,041	12,260	12,200	12,000	12,120	12,241	12,364	12,487	1.01
Miscellaneous Revenue		74,089	81,104	87,126	118,051	81,775	36,723	39,672	25,321	50,000	50,000	50,000	50,000	50,000	50,000	1.00
	TOTAL REVENUE	3,017,390	2,892,975	2,940,493	2,813,284	2,520,864	2,485,765	2,390,901	2,314,050	2,251,395	2,349,328	2,386,177	2,430,736	2,483,372	2,544,516	
	Y/Y		0.96	1.02	0.96	0.90	0.99	0.96	0.97	0.97	1.04	1.02	1.02	1.02	1.02	
EXPENSES																
Payroll and Related Expenses		1,388,005	1,380,512	1,586,901	1,618,841	1,665,237	1,508,575	1,153,407	1,335,411	1,464,814	1,587,734	1,619,489	1,651,878	1,684,916	1,718,614	1.02
Outside Services		411,743	438,545	322,293	187,180	101,658	86,062	116,425	67,311	98,469	80,000	80,000	80,000	80,000	80,000	
Travel and Related Expenses		48,851	52,412	48,575	38,949	41,543	10,271	219	4,668	8,250	8,250	8,250	8,250	8,250	8,250	
Meetings and Conferences		11,463	11,752	12,495	13,658	11,771	1,250	0	0	0	0	0	0	0	0	
Publication-related Expenses		503,325	487,107	308,158	303,821	260,373	274,467	259,216	222,761	277,090	220,000	220,000	220,000	220,000	220,000	
Operating Expenses		388,720	410,142	394,287	421,091	308,930	244,113	178,321	195,305	141,437	141,437	141,437	141,437	141,437	141,437	
	Total Direct Expenses	2,752,107	2,780,470	2,672,709	2,583,540	2,389,512	2,124,738	1,707,588	1,825,456	1,990,060	2,037,421	2,069,176	2,101,565	2,134,603	2,168,301	1.00
	Total Indirect Expenses	(73,153)	(89,222)	(55,257)	(59,354)	(63,083)	(57,597)	(55,905)	(825)	(29,108)	(29,108)	(29,108)	(29,108)	(29,108)	(29,108)	1.00
Total Expenses before ALA Overhead		2,678,954	2,691,248	2,617,452	2,524,186	2,326,429	2,067,141	1,651,683	1,824,631	1,960,952	2,008,313	2,040,068	2,072,457	2,105,495	2,139,193	
Contribution Margin		338,436	201,727	323,041	289,098	194,435	418,624	739,218	489,419	290,443	290,443	346,109	358,279	377,877	405,322	
ALA Overhead		383,209	374,640	388,206	371,353	334,014	329,364	298,491	306,612	298,310	311,286	316,168	322,073	329,047	337,148	
Liberty Square		81,980	63,477	55,905	49,746	38,411	29,248	25,285	28,326	25,500	25,500	25,500	25,500	25,500	25,500	
UBIT		6,305	0	(6,305)	0	0	0	0	0	0	0	0	0	0	0	
	Total Overhead	471,494	438,117	437,806	421,099	372,425	358,612	323,776	334,938	323,810	336,786	341,668	347,573	354,547	362,648	
	TOTAL EXPENSES	3,150,448	3,129,365	3,055,258	2,945,285	2,698,854	2,425,753	1,975,459	2,159,569	2,284,762	2,345,099	2,381,736	2,420,030	2,460,042	2,501,842	
	Y/Y		0.99	0.98	0.96	0.92	0.90	0.81	1.09	1.06	1.03	1.02	1.02	1.02	1.02	
NET OPERATING INCOME		(133,058)	(236,390)	(114,765)	(132,001)	(177,990)	60,012	415,442	154,481	(33,367)	4,229	4,440	10,706	23,330	42,674	

0.955

ACRL 5 year projections

General Fund (12) Only

	HISTORICAL						PROJECTIONS				
	Actual FY17	Actual FY18	Actual FY20	Actual FY21	Budget FY22	Budget FY23 *as of 2/06/23*	FY24	FY25	FY26	FY27	FY28
Revenue - Conference	$ 2,815,296	$ -		$ 1,471,283	$ (24,000)	$ 1,980,330	$ (24,000)	$ 2,079,347	$ (24,000)	$ 2,183,314	$ (24,000)
Revenue -Other	$ 2,553,704	$ 2,691,183	$ 1,639,619	$ 1,758,675	$ 2,235,555	$ 2,368,593	$ 2,267,430	$ 2,380,802	$ 2,380,802	$ 2,499,842	$ 2,624,834
TOTAL REVENUE	**$ 5,368,999**	**$ 2,691,183**	**$ 1,639,619**	**$ 3,229,958**	**$ 2,211,555**	**$ 4,348,923**	**$ 2,243,430**	**$ 4,460,149**	**$ 2,356,802**	**$ 4,683,156**	**$ 2,600,834**
Expenses - Payroll/Benefits	$ 1,221,226	$ 1,555,885	$ 1,523,031	$ 1,018,949	$ 1,584,120	$ 1,552,316	$ 1,598,885	$ 1,630,863	$ 1,663,480	$ 1,696,750	$ 1,730,685
Expenses - Overhead	$ 840,744	$ 209,386	$ 119,797	$ 277,121	$ 233,492	$ 656,518	$ 245,167	$ 689,344	$ 257,425	$ 723,811	270,296
Expenses - Other	$ 2,758,467	$ 1,658,599	$ 727,225	$ 1,147,555	$ 1,123,780	$ 2,051,396	$ 955,213	$ 1,743,687	$ 811,931	$ 1,482,134	690,141
TOTAL EXPENSES	**$ 4,820,438**	**$ 3,423,870**	**$ 2,370,052**	**$ 2,443,625**	**$ 2,941,392**	**$ 4,260,230**	**$ 2,799,265**	**$ 4,063,894**	**$ 2,732,836**	**$ 3,902,695**	**$ 2,691,123**
NET REVENUE	**$ 548,562**	**$ (732,687)**	**$ (730,434)**	**$ 786,333**	**$ (729,837)**	**$ 88,693**	**$ (555,835)**	**$ 396,255**	**$ (376,035)**	**$ 780,461**	**$ (90,289)**

Notes:

* Revenue - Conference: $2.5 million is in line with average of recent years (excluding 2021).

* Revenue - Other: increase 5% each year to rebuild programs and services post-pandemic

* Expenses - Payroll/Benefits: include 2% annual increase. (3% increase for FY24)

* Expenses - Other: reduced by 15%.

Association of College & Research Libraries
225 N. Michigan Ave. Suite 1300 Chicago, IL 60601
800-545-2433, ext. 2523
acrl@ala.org, http://www.acrl.org

Board of Directors Action Form

To: ACRL Board of Directors

Subject: Standards for Distance and Online Learning Library Services Revision

Submitted by: Amy Dye-Reeves, ACRL Standards Committee Chair

Date submitted: December xx, 2022

Background

In 2019, the ACRL Distance and Online Learning Services Section (DOLS) Standards Committee began the work of revising the association's 2016 Standards for Distance and Online Learning Library Services. The work began with the 2019-2020 committee conducting a close reading of the standards, identified necessary changes, conducted a guidelines and standards review, and began a draft.

The 2020-2021 committee decided to conduct a membership survey regarding the Standards before continuing the draft. They asked questions regarding Standards usage, which parts members find most useful, and which parts are frustrating or difficult to use. The survey had 49 respondents and gave the committee more direction for their next steps. This committee also reviewed language and structure of other educational and library related guidelines and standards to gain ideas. From there, the committee identified seven Standards: Collections & Access, Personnel, Research & Instruction, Assessment, Diversity, Equity, Inclusion, and Accessibility, Financial Support, and Vision and Strategic Planning. The committee then worked to fit all the narrative tenants of the 2016 Standards under these categories.

The resulting draft revision was shared by the committee with the DOLS Executive Committee in March 2022. Feedback from the Executive Committee was incorporated into the draft revision, which was shared with a variety of stakeholder groups, including ACRL sections and general ACRL membership, along with RUSA, ACL, WC, and Western PA ACRL in April and May 2022. Additional details on the feedback process are available in the attached Standards Transmittal Form.

Additional feedback was incorporated into a final draft of the revised document and submitted to the ACRL Standards Committee, which approved the document in November 2022.

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.
● Page 1

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Actions Recommended

That the ACRL Board of Directors approve the revision of the 2016 Standards for Distance and Online Learning Library Services.

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: _____

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.

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:

Standards for Distance and Online Learning Library Services

Section or Committee Submitting:

ACRL DOLS Standards Committee

Submitting Section or Committee Chairperson:

Janna Mattson and Rachel Isaac-Menard

Date of Previous Version:

June 2016

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

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

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

ALA Connect spaces: ACRL main page; ACRL DOLS, ACRL ULS, ACRL STS, ACRL CLS, ACRL CJCLA

ACRL EBSS, ACRL ESS, ACRL IS, ACRL LES, ACRL PPIRS, ACRL WGSS, ACRL ANSS, ACRL Digital Scholarship, ACRL ARTS

RUSA, ACL, WC & Western PA ACRL (all posted during week of 4/22/22 & 5/16/22)

☐   Published in Section newsletter (date) _____

☐   Public hearing held **[optional]** (date) _____

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

DOLS Executive Committee, feedback requested March 14th- April 1st; feedback gathered

altered draft some before the full open-comment period

_____

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

_____

_____

_____

☐   Other (please list):

_____

_____

_____

Date Approved by Section executive committee (if applicable) <u>3/16/22- presented to exec, no vote taken</u> _____

Date Approved by Standards Committee <u>11/30/22</u> _____

Date Approved by ACRL Board _____

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

Dissemination will be done by ACRL DOLS Standard committee & executive committee; It should go to all lists above when fully approved
_____

C&RL News by _____

Other (please list)

_____

_____

_____

ACRL Standards for Distance and Online Learning Library Services

Equitable Access Principle

All distance and online members of an institution of higher education are entitled to the library services, resources, and collections of that institution. This founding principle applies to all public, private, profit, and non-profit academic institutions and it is the underlying and uncompromising basis for the *Standards of Distance and Online Learning Library Services*, hereinafter designated as the *Standards.*

Purpose of Standards

This document is intended for any member of an institution who is involved in the provision of services to distance and online learning communities. This document provides a means to foster cross-departmental communication and improve advocacy, and offers a roadmap for strategic planning.

Standards

1. Vision and Strategic Planning

Standard: The library maintains a current vision and strategic plan that includes serving distance and online learning communities.

Benchmarks

The library:
- Incorporates support to distance and online learning communities into the vision and strategic plan of the library.
- Participates in the strategic planning processes of the originating institution, including developing and managing immediate and long-range goals.
- Uses vision and strategic planning as a tool for advocacy for distance and online learning communities.
- Cultivates awareness of current trends in the field of distance and online learning at the institutional administrative level.

2. Diversity, Equity, Inclusion, and Accessibility (DEIA)

Standard: The library supports diversity and inclusivity through culturally relevant and responsive practices in support of distance and online learning communities.

Benchmarks

The library:

- Understands and meets all requirements and guidelines set forth by the [Americans with Disabilities Act](ADA) (ADA) and Sections 504 and 508 of the Rehabilitation Act.
- Utilizes Universal Design for Learning [(UDL)](UDL) as an approach to instructional design.
- Provides resources and services in multiple formats to ensure accessibility and choice.
- Regularly participates in DEIA professional development activities.
- Provides equal or equivalent experiences to learners with varying levels of technological access and abilities.

3. Personnel

Standard: The library maintains sufficient personnel to support the needs of distance and online learning communities.

Benchmarks
The library:
- Hires either a dedicated distance and online learning librarian, or equivalent title, or maintains personnel distributed across many departments or positions.
- Provides adequate service hours and personal assistance.
- Regularly reviews and augments workloads and capacities to provide and maintain services across departments that provide support, such as:
  - Strategic planning and management
  - Collection development
  - Information literacy
  - Research services
  - Resource access
  - Marketing and outreach

- Provides adequate and ongoing support for professional development.

4. Collections & Access

Standard: The library provides necessary resources and services for distance and online learning communities.

Benchmarks
The library:
- Ensures the provision of reliable, rapid, and secure access to online resources.
- Develops policies for delivering hard copy and electronic materials.
- Prepares and updates collection development and acquisitions policies to reflect the needs of the community.
- Regularly reviews library resources and materials to ensure sufficient coverage and appropriateness of format.
- Markets and promotes library collections directly to distance and online learning communities.
- Supports open access and open educational resources initiatives.

5. Research & Instruction

Standard: The library provides reference, research support, consultation, and instruction to distance and online learning communities.

Benchmarks

The library:
- Ensures instruction methods are supported by the ACRL Framework for Information Literacy for Higher Education (Appendix 1).
- Creates appropriate learning outcomes specific to the institution.
- Encourages library instructors to work collaboratively with teaching faculty to include information literacy instruction into distance and online courses and programs.
- Collaborates with faculty and/or learning management system administrator to embed library tools and instructional materials into the online classroom.
- Provides point-of-need or virtual assistance to include but not limited to, the following:
    - research needs
    - use of collections and equipment
    - general library services
    - referrals
- Markets and promotes educational services directly to distance and online learning communities.

6. Assessment

Standard: The library conducts needs and outcomes assessments at regular intervals to ensure that the needs of distance and online learning communities are being met. These needs include, but are not limited to: resources, collections, personnel, library research and instruction, distance learning facilities, DEIA initiatives, and technology.

Benchmarks

The library:
- Identifies useful metrics, ideally aligned with the vision and strategic goals of the institution.
- Utilizes different types of assessment which may include surveys, tests, interviews, student learning, statistics on library use and collections, as well as data on staff and work assignments. Assessment could involve

distance and online learning community representatives, including administrators, faculty, and students.
- Compares the library as a provider of distance and online learning library services with its peers.

7. Financial Support

Standard: The library and the institution provides funding to support distance and online learning communities. Financial support is an underlying and essential principle for the success of all the standards listed in this document.

Benchmarks:
The library**:**
- Advocates for continued financial support from the institution for existing programs.
- Advocates for additional financial support for any expansions or increased enrollment.

Appendix 1: Meeting Library-Related Standards and Other Guidelines, Regulations and Laws

Library-Related Standards

Library services offered to the distance and online learning communities are designed to meet a wide range of informational, instructional, and user needs, and facilitate some form of direct access between library users and personnel. The exact combination of service delivery methods will differ from institution to institution. Specific professional standards and guidelines which may be utilized in providing these services include, but are not limited to:

Framework for Information Literacy for Higher Education. Association of College & Research Libraries (ACRL), American Library Association, 2016.

Standards for Libraries in Higher Education. Association of College & Research Libraries (ACRL), American Library Association, 2011.

Professional Competencies for Reference and User Services Librarians. Reference and User Services Association (RUSA), American Library Association, 2003.

Guidelines for Implementing and Maintaining Virtual Reference Services. Reference and User Services Association (RUSA), American Library Association, 2004.

Guidelines for Behavioral Performance of Reference and Information Service Providers. Reference and User Services Association (RUSA), American Library Association, 2013.

Code of Best Practices in Fair Use for Academic and Research Libraries, Association of Research Libraries, 2012.

American Library Association Code of Ethics, 2021.

Other Standards, Guidelines, Laws, and Regulations:

Additionally, libraries must ensure that its distance and online learning library programs meet or exceed national and regional guidelines, laws, and regulations. There may be local or national statutes, rules, requirements, or other considerations to bear in mind and include in any procedures or approaches to Diversity, Equity, Inclusion, and Accessibility work.

- [Americans with Disabilities Act](#) (ADA) homepage
    - [ADA Design Standards](#)
- [Section 508](#) (Section 508 of the Rehabilitation Act)
    - [Section 508 Design and Develop](#) guidelines
- [Section 504, Rehabilitation Act of 1973](#)
    - [Section 504 FAQ](#)
- [Web Content Accessibility Guidelines (WCAG)](#)

Appendix 2: History of the Document

Today's *Standards* are the culmination of the expansion and revision of the following series of documents, the first of which originated in processes initiated in 1963: *ACRL Guidelines for Library Services to Extension Students*, 1967; *ACRL Guidelines for Extended Campus Library Services*, 1981; *ACRL Guidelines for Extended Campus Library Services*, 1990; *ACRL Guidelines for Distance Learning Library Services*, 1998; *ACRL Guidelines for Distance Learning Library Services*, 2000; *Guidelines for Distance Learning Library Services*, 2004; *Standards for Distance Learning Library Services*, 2008, and finally *Standards for Distance Learning Library Services*, 2016.

2022 *Standards:*

The 2022 *Standards* include major edits which were written over the course of three years. For the 2019-2020 year, the co-chairs were Theresa Mastrodonato, Washington State University in St. Louis, and Elaine Thorton, University of Arkansas, and members included Jack Fritts, Benedictine University, Natalie Haber, University of Tennessee at Chattanooga, Danielle Apfelbaum, Farmingdale State College, Rachel E. Cannady, University of Texas at San Antonio, Paul Graham, Yorkville University, and Sherry Tinerella, Arkansas Tech University. The 2019-2020 committee conducted a close reading of the standards, identified necessary changes, conducted a guidelines and standards review, and began a draft.

For the 2020-2021 committee, the chairs were Natalie Haber, University of Tennessee at Chattanooga, and Janna Mattson, George Mason University, and members included Jack Fritts, Benedictine University, Paul Graham, Yorkville University, Rachel Isaac-Menard, Adelphi University, Marcia Keyser, Drake University, and Kelly Diamond, West Virginia University. The 2020-2021 committee decided to conduct a membership survey regarding the *Standards* before continuing the draft. They asked questions regarding *Standards* usage, which parts members find most useful, and which parts are frustrating or difficult to use. The survey had 49 respondents and gave the committee more

direction for their next steps. This committee also reviewed language and structure of other educational and library related guidelines and standards to gain ideas. From there, the committee identified seven Standards: Collections & Access, Personnel, Research & Instruction, Assessment, Diversity, Equity, Inclusion, and Accessibility, Financial Support, and Vision and Strategic Planning. From there, the committee worked to fit all the tenants of the 2016 *Standards* under these Standards.

The 2021-2022 committee included chairs, Janna Mattson, George Mason University and Rachel Isaac-Menard, Adelphi University, and members Natalie Haber, University of Tennessee at Chattanooga, Kelly Diamond, West Virginia University, Marcia Keyser, Drake University, Joelle E. Pitts, Carnegie Mellon University and Sarah Lynn Simms, Louisiana State University. Jack Fritts attended several meetings as an ex-officio member. This committee finalized the draft and shared it with the DOLS Executive Committee.

2016 *Standards*

The DLS Standards Committee was returned to standing committee status in 2012, and Harvey Gover, Washington State University Tri-Cities, was asked to return as Committee Chair in order to lead a revision of the 2008 *Standards*. Committee members who have actively participated in this revision include Dr. Monica Garcia Brooks, Marshall University; Stefanie Buck, Oregon State University; Rachel Cannady, University of Texas at San Antonio; Moushumi Chakraborty, Salisbury University; Heather Dalal, Rider University; Jack Fritts, Benedictine University; Jane M. Hutton, West Chester University; Michelle A. Kowalsky, Rowan University; and Stephan Macaluso, SUNY--New Paltz. In addition, Robin Deich Ottoson, Tabor College, as the ACRL Standards Committee (SAC) Liaison to DLS Standards Committee, monitored the final stages of the revision. Valuable technical assistance was provided by Stefanie Buck, in her simultaneous role as Section Secretary, and by Karla Aleman, Chair of the Section Web Committee.

A highly successful and well attended Hearing, seeking input for the revision, was held at ALA Annual 2013 in Chicago. Many valuable ideas for revision emerged from this

Hearing. Two subsequent meetings of the Standards Committee, one at Annual 2013 and one at Midwinter 2014 yielded additional valuable suggestions. At the suggestion of the Committee at Annual 2013, Harvey Gover set up a Google Docs file of the revision draft and further valuable suggestions resulted from the editorial notations made by Committee members using this draft.

The resulting draft was presented to SAC for approval at Annual 2014. Although the wording of the draft was approved and commended by SAC members, the draft was sent back because input on the draft had not been widely enough sought during the revision processes. SAC requested that reactions and responses to the draft be more widely sought beyond the membership of the Distance Learning Section. David Free, Editor-In-Chief of *College & Research Libraries News* (*C&RL News*) and Marketing and Communications Specialist for ACRL was attending the SAC meeting in his capacity as advisor and volunteered to offer whatever assistance was necessary to satisfy the requests of SAC members. David Free subsequently made postings in late October 2014 to *C&RL News*, ACRL Update, and ACRL Insider.

A special page requesting further input on the draft was posted at the Distance Learning Section Web site by the Section's Web Committee. Additional postings were also made to the Section listserv and to the OFFCAMP listserv. Members of the Standards Committee contacted the following the third week of October 2014: ULS, CLS, CJCLS, ILI, LITA-L, LITA Discussion Group, Collections groups, EBSS, and Chapters Council.

Harvey Gover made further revisions of the draft in the spring and summer of 2015, based upon the additional input and email deliberations of the Standards Committee.

The management issues associated with change in the delivery of distance learning courses and programs, and the globalization of distance learning were addressed and further ideas generated at the Annual 2015 meeting of the Standards Committee. Harvey Gover then incorporated those ideas into a final draft in July 2015. The draft was approved by the Standards Committee in late July and sent to the Distance Learning Section Executive Committee for review and approval in September 2015. The draft was unanimously approved by DLS Exec on September 30, 2015. The draft was then

approved by SAC in February 2016 to move forward to the ACRL Board of Directors for their final approval and subsequent publishing in *C&RL News*, and posting to the ACRL Guidelines, Standards, and Frameworks site.

2008 *Standards*

With completion of the 2004 revision, which had included only changes to the Introduction and the Revising the *Guidelines* section, the need for a new, major revision of what was still essentially the 1998 document had become evident, and members of the Guidelines Committee began the initial work toward making the transition from a guidelines document to a standards document. At that time, Rob Morrison, at Utah State University and later National-Louis University, served as Chair of the Guidelines Committee and set out to lead these efforts. Harvey Gover from Washington State University Tri-Cities continued to contribute to the new revision processes as Consultant to the Guidelines Committee*.*

Rob Morrison set up and led revision activities for three years. Under Morrison's leadership, three major revision hearings and two revision discussion groups took place. The first hearing was at the 2004 ALA Midwinter conference, in San Diego on January 11, the second at the 2005 ALA Annual conference, in Chicago on June 25, and the third at the 2006 ALA Midwinter conference in San Antonio on January 21. One discussion group took place at the Twelfth Off-Campus Library Services Conference in Savannah in April 2006, and the second was a roundtable discussion at the Thirteenth National Conference of the ACRL in Baltimore, March 31, 2007.

Further opportunity for outside participation in the *Guidelines* revision has been provided through a wiki, since it was first made available in 2005. The wiki has been used by members of the Guidelines committee to post proposed changes for consideration by other committee members and to request email participation from individuals not on the committee and not eligible to write to the wiki. Michelle (Shelly) Drumm, Emergent Technology Trainer at BCR (Bibliographical Center for Research) and a member of the DLS Web committee, was instrumental in setting up the wiki and has both moved and maintained it since.

Members of the Guidelines Committee, who participated actively with Rob Morrison in the revision activities while he was Chair, were Betty Brice, University of Alabama; Marie Jones, East Tennessee State University; and Melissa Koenig, DePaul University.

Axel Schmetzke of the University of Wisconsin-Stevens Point provided valuable input on Americans with disabilities issues at the Chicago 2005 hearing. The former *Guidelines* had neither acknowledged nor addressed these issues.

David L. Bickford of the University of Phoenix participated actively in the roundtable discussion at the ACRL Thirteenth conference, making a number of valuable suggestions. Bickford later became a member of the Guidelines Committee.

Rob Morrison left the committee in 2007 and Jessica Catherine McCullough of ARTstor User Services took over as Chair. Harvey Gover continued to work actively on adding new content, rewriting, restructuring, and refining the final document for submission to the ACRL Standards and Accreditation Committee (SAC) and the ACRL Board for approval at the 2008 ALA Annual conference. Gover also served as Acting Chair of the committee in 2008 in McCullough's absence.

New members of the committee, Daniel Gall of the University of Iowa and Jan H. Kemp of the University of Texas at San Antonio, provided valuable assistance to Gover in preparation of the final 2008 draft.

An editorial discussion leading to further revisions took place during the online approval process by the DLS Executive Board in April 2008. Specific editorial suggestions were provided by Ruth Hodges of South Carolina State University, Jessica Catherine McCullough of ARTstor User Services, and Allyson Washburn of Brigham Young University. The draft was approved on April 17, 2008.

2000 *Guidelines*

When reviewing the publication history of the *Guidelines*, one readily notices the short span in editions from 1998 to 2000. The 1998 *Guidelines* were approved with the proviso from SAC that efforts be undertaken immediately upon their final approval to

make the *Guidelines* more outcomes oriented through a minor rhetorical revision that would not require as complete a subsequent approval process as would a more thorough revision. This minor outcomes revision was actually initiated during the 1998 approval process, when the Guidelines Committee members began reviewing the draft document for possible outcomes additions and then Chair, Harvey Gover, prepared an additional precept for the then *Guidelines* Philosophy section acknowledging the importance of instilling lifelong learning skills through information literacy instruction for students in extended academic settings. With the approval of SAC, that precept was incorporated into the final draft of the 1998 *Guidelines*.

The outcomes revision continued through Annual 2000, when it was approved by SAC and the ACRL Board of Directors. Those Guidelines Committee members who participated actively in the outcomes revision throughout this time included Committee Chair Jean Caspers, Oregon State University; and Geraldine Collins, University of North Florida; Linda Frederiksen, Washington State University Vancouver; Lisa Hinchliffe, Illinois State University; Mae O'Neal, Western Michigan University; Bill Parton, Oklahoma Tech University; and Bernie Sloan, University of Illinois at Urbana/Champaign. Susan Maltese, Oakton Community College, then liaison from SAC to DLS, and Barton Lessin, Wayne State University, Chair of SAC, also contributed suggestions and guidance. Harvey Gover, then DLS Chair and Consultant to the Guidelines Committee, monitored the entire outcomes revision process, and prepared the final revision draft submitted to SAC just prior to Annual 2000. The final revision draft was based upon a draft insert that had been prepared by Jean Caspers and submitted to the Guidelines Committee for review on June 6. Gover's final draft consisted largely of an incorporation of Caspers' insert throughout the entire 1998 Guidelines text and was forwarded to Susan Maltese, SAC liaison to DLS, on June 9 for submission to SAC.

During the approval process for the outcomes revision, it was suggested by members of SAC that the *Guidelines* Introduction needed strengthening and recommended that an additional minor revision be prepared, rewriting the introduction. During the process of revising the introduction, it became evident that the Revising the *Guidelines* section

would also require some corresponding strengthening and revision. These efforts, which led to approval of the 2004 edition, were initiated and prepared by Harvey Gover, then Consultant to the Guidelines Committee, with input from members of the Guidelines Committee, Linda Frederiksen, Chair, Washington State University Vancouver; Betty K. Bryce, University of Alabama Libraries; Deborah F. Cardinal, WiLS OCLC; Catharine Cebrowski, ITESM – Tec De Monterrey; Geraldine Collins, University of North Florida; Marie F. Jones, East Tennessee State University; Melissa H. Koenig, DePaul University; Debra Lamb-Deans, Cornell University; and Bernie Sloan, University of Illinois at Urbana/Champaign.

1998 *Guidelines*

From the beginning, those undertaking preparation or revision of the *Standards* have sought the widest possible input from everyone involved in all aspects and on all levels of distance teaching and learning in higher education. For example, the decision to revise the 1990 *Guidelines* was made initially by DLS Guidelines Committee. Then the official mandate came from the DLS Executive Board at its final 1996 Midwinter meeting. The revision of the 1990 *ACRL Guidelines for Extended Campus Library Services*, which produced the 1998 *ACRL Guidelines for Distance Learning Library Services*, was prepared by Harvey Gover, then Chair of the DLS Guidelines Committee. The revision was based upon input from members of the Guidelines Committee, members of the DLS Executive Board, the general membership of DLS, and other librarians and administrators involved in post-secondary distance learning programs from across the nation and around the world.

Members of the Guidelines Committee who initiated or contributed to the revision process for the 1990 *Guidelines* included: Stella Bentley, University of California at Santa Barbara; Jean Caspers, Oregon State University; Jacqueline A. Henning, Embry-Riddle Aeronautical University; Sharon Hybki-Kerr, University of Arkansas, Little Rock; Gordon Lynn Hufford, Indiana University East; Ruth M. Jackson, West Virginia University; Chui-Chun Lee, SUNY--New Paltz; G. Tom Mendina, University of Memphis; Virginia S. O'Herron, Old Dominion University; Mae O'Neal, Western Michigan University; Bill Parton, Arkansas Tech University; Mercedes L. Rowe, Mercy College;

Dorothy Tolliver, Maui Community College Library; and Steven D. Zink, University of Nevada, Reno.

Others outside the Committee who contributed significantly to the cycle of revision of the 1990 *Guidelines* included: Thomas Abbott, University of Maine at Augusta; Janice Bain-Kerr, Troy State University; Nancy Burich, University of Kansas, Regents Center Library; Anne Marie Casey, Central Michigan University; Tony Cavanaugh, Deakin University, Victoria, Australia; Monica Hines Craig, Central Michigan University; Mary Ellen Davis, ACRL; Tom DeLoughry, Chronicle Of Higher Education; Jill Fatzer, University of New Orleans, ACRL Board, Task Force on Outcomes; Jack Fritts, Southeastern Wisconsin Information Technology Exchange Consortium (SWITCH); Barbara Gelman-Danley of SUNY Monroe Community College, Educational Technology, and the Consortium for Educational Technology for University Systems; Kay Harvey, Penn State, McKeesport; Maryhelen Jones, Central Michigan University; Marie Kascus, Central Connecticut State University; Barbara Krauth, Student Services Project Coordinator for the Western Cooperative for Educational Telecommunication of the Western Interstate Commission for Higher Education (WICHE); Eleanor Kulleseid, Mercy College; Rob Morrison, Utah State University; Kathleen O'Connor, Gonzaga University; Alexander (Sandy) Slade, University of Victoria, British Columbia, Canada; Mem Catania Stahley, University of Central Florida, Brevard Campus; Peg Walther, City University, Renton, Washington; Virginia Witucke, Central Michigan University; Jennifer Wu, North Seattle Community College and College Librarians and Media Specialists (CLAMS).

I am currently the ACRL LES/ESS Liaison to the Modern Language Association. One of the main ways I connect with the Modern Language Association is to attend their annual convention, which I did virtually this year. They offered the option to attend either virtually or in person. While there, I attended a variety of presentations and programs, met fellow librarians and faculty members, and increased my knowledge of what scholars of literature and language are currently writing about and thinking about. One of the advantages of this year's hybrid model is that more presentations were recorded, so I have already watched several recorded sessions later and plan to watch a few more.

Though I attended some sessions based on personal interest and the research interests of my faculty and students at my home institution, I make a point to attend many sessions that I think will be of interest to members of both ACRL sections, particularly topics related to digital humanities, scholarly communication, citations, and producing scholarly editions. Some highlights for me included the following panels:

- Just in Time: Fostering and Sustaining Online Academic Communities during COVID-19
- 76 How the Pandemic Permanently Changed Teaching
- 229 Thinking through the Collection
- Just in Time: New Directions for the Dissertation Update
- 366 New Evidence for Recovering Histories and Texts
- 549 (Re)Covering Precarious Archives
- 643 Women and Book History
- 678 Bamboozled: Rhetorics and Writing of Disinformation

It is always hard to summarize everything that happens at a large convention like MLA, but from what I saw major themes that seemed to appear in more than one presentation this year included public humanities, alternate forms of scholarship (such as podcasts), how Covid-19 is changing how people teach and do their work, and recovering alternate archives.

Last year was my last year on the **Advisory Committee on the MLA International Bibliography**. While still a member, I had submitted a proposal to be on this year's program "273 Advocating for Library Resources." When the original facilitator had to step away due to a new position, he asked me to step in since we had known each other well while serving on the committee. I took over the planning and working with the speakers who participated in this panel. We had sixteen people in the audience, and it led to a lot of great conversations on how faculty can help us advocate.

I continued my five-year term on the executive committee of the **TM Libraries and Research forum**. I attended the executive committee meeting, where we discussed potential future candidates for the forum and discussed potential topics for next year's program. This year's program was "750 Moving to Libraryland: Working Conditions for Literary Scholars in Academic Libraries." Though I wasn't able to attend since it was an in-person session, I helped with the planning of the session. We had a great mix of speakers from different backgrounds doing different kinds of work in libraries.

I will be sharing with both ACRL sections in articles in their upcoming newsletters what I did while at the MLA Convention, while also highlighting some of the major trends I saw. Though attending the MLA Convention is my main activity, I plan to keep in communication with both MLA and the ACRL sections through list-servs and other electronic platforms.

I am requesting $197 for fiscal year 2022-2023 to cover the registration costs for the virtual MLA Annual Convention. I decided not to attend in person because the panel I was on switched to virtual and I was concerned about what the winter would look like in terms of covid numbers.

Arianne Hartsell-Gundy

February 10th, 2023

ACRL Nominations and Policies Audit Task Force Report

Prepared for ACRL February Board Meeting
17 February 2023

Table of Contents

Task Force Members

- Matthew Weirick Johnson, Chair
- Elena Azadbakht
- Carrie E. Dunham-LaGree
- Adebola Fabiku
- Rachel M. Minkin
- Valrie Ila Minson
- Cynthia Mari Orozco
- Kara M. Whatley
- Kim Copenhaver, Board Liaison
- Robert Jay Malone, Staff Liaison
- Elois Sharpe, Staff Liaison

Task Force Charge & Task

- Review current ACRL Bylaws and policies, focusing on the ACRL leadership nominations and recruitment process + Board participation requirements, to identify areas that may be impeding efforts to expand dimensions of diversity in the leadership pipeline– including recruitment of people of color and minoritized groups, individuals in diverse roles within the library profession, and library workers in all types of academic library settings.
- Identify and evaluate alternatives to current policy, as well as advantages and disadvantages for each alternative, that may reduce barriers and encourage greater participation.
- Recommend alternatives based on the evaluation of advantages and disadvantages
- Areas related to the appointments process should be considered within scope, albeit not the primary focus, in order to be flagged for future work.

Overall Review of Bylaws/Policies

The task force has reviewed the ACRL Bylaws and policies, including Sections V through XI of the Bylaws and Chapter 2 of the ACRL Guide to Policies and Procedures. Based on this review, we have the following initial recommendations:

- Change "he/she" to "they" throughout the Bylaws and any other documentation to use gender-inclusive language that avoids reinforcing a binary view of gender. In some cases, this language can be removed altogether (e.g., "The president, during his/her year, shall make appointments to fill positions that become vacant on standing and special committees during the year" (ACRL Bylaws, Article V: Officers, Section 3.a.).
- Change "librarian" to "library worker" throughout the Bylaws and any other documentation to better represent non-librarian and non-archivist library workers

- Regarding the "Friends of ACRL" in the ACRL Guide to Policies and Procedures, 2.1.3 Desired Board Candidate Qualities, change "Board members should be willing to provide financial support to the Friends of ACRL consistent with personal circumstances…" to "Providing financial support to the Friends of ACRL demonstrates interest in ACRL but is not a prerequisite for service on the Board."
- Where different events are listed, such as in 2.9 Activities of the Board in the ACRL Guide to Policies and Procedures, create a simplified table of events and workflow for keeping this information updated.
- While not specifically relevant to the charge of this group, we noticed areas where changes are being made or have been made to policies or events, which have not yet been reflected in the Bylaws and policies documentation (e.g., changing Midwinter to LibLearnX).
- Where possible, we recommend providing detailed timelines of activities, clearer and quantifiable expectations of service (e.g., 0-2 hours of work per week), and comparisons of workload between months or other time periods (i.e., how busy will the person serving in a position be in any given time frame as compared to others).
  - Example: Spectrum Scholar Mentor Committee includes a list of the busiest months of the year as well as a weekly time commitment: https://acrl.libguides.com/c.php?g=1203168&p=8799227

Considerations

- How can we encourage participation and service from non-librarian and non-archivist library workers? What support can ACRL provide to make this kind of service possible?
- How is board service perceived? How is Board service considered in comparison to other service activities, inside and outside of ACRL (e.g., how does ACRL Board service compare to section leadership or committee service? in terms of prestige, for annual review, for amount of work, etc.?)

Clear Impediments

Areas identified of impeding efforts to expand dimensions of diversity in the leadership pipeline:

- Perception of the board - It can be intimidating and people might think they need to be Deans, AULs, ULs, or Directors in order to serve.
- Non-librarian and non-archivist library workers and professional staff as well as librarians at specific institutions like community colleges may be discouraged from participating in service or may not be given time for service. Additionally, in order to get time, they may need to know an exact amount of time to request.

Advantages to Current Policy

- The current policy requires one director-at-large from the Community and Junior College Libraries Section. This means that there's a required space held to encourage individuals from community colleges; however, it might also put a burden on members of that section who aren't supported by their libraries to participate.

Disadvantages to Current Policy

- ALA is currently working on revising its Bylaws, which will be brought to the membership for a vote in the Spring of 2023. Therefore, as a division, ACRL will need to see what changes are approved/implemented so that ACRL's bylaws are in alignment with the changes made by ALA, where applicable.

Alternatives to Current Policy

Based on our expected timeline for the Leadership Recruitment and Nominations Committee (LRNC), the task force separated alternatives into short-term and long-term ideas, where short-term ideas may feasibly be completable in some fashion in time for the 2025 slate of candidates for the ACRL Board. In some cases, there may be a short-term alternative that can also evolve over time to solidify the change. In this sense, some of the short-term alternatives may also be considered as pilot programs within a limited time frame for evaluation and then potential further adoption of the ideals or goals of the particular policy.

Short-term (by 2025)

- [Student membership](#)

- [Consider options for making Board membership less intimidating](#)

- [Some number of board positions are selected/appointed by the Board](#)

- [Remove LRNC evaluation – anyone who is nominated can run](#)

- [Increase LRNC control – they select one candidate to run uncontested](#)

- [Something about institutional diversity – ensuring representation from community colleges](#)

- [Requiring people from specific demographic groups (list cons)](#)

Long-term (after 2025)

- [Using institutional memberships in a new way](#)

- [Opportunities for access to leadership training](#)

- [Buy out people's time - the task force identified many disadvantages to this approach](#)

Student membership

Goals & Reasoning

Student members may be interested in Board service or interested in learning more about the work of the ACRL Board; however, board involvement may seem intimidating or impenetrable for them. Additionally, there are already many student leaders in ALA student chapters. By engaging them with Board service early on, ACRL can set up a pipeline of leadership from students to professionals. Finally, individuals are eligible for student membership for 5 years, so they may continue student leadership roles on the Board for that duration.

Alternatively, the Board may consider all of the following four approaches with the option of a reduced-length service for early career and/or student members of the Board to lighten the burden or reduce anxiety around the long-term commitment.

The Board may also consider opportunities for mentorship or support for student or early career Board members.

Approach 1

Identify and appoint student leaders from ALA student chapters who are also ACRL student members to the board. This individual could be an ex-officio member with the opportunity to observe the Board. The ACRL Board could provide opportunity for the student member to volunteer during ACRL or other events in exchange for a scholarship or some form of funding to defray costs.

Approach 2

Reserve a director-at-large position on the ACRL Board for a student member to be elected.

Approach 3

Develop targeted recruitment to identify early career candidates for Board service.

Approach 4

Reserve a director-at-large position on the ACRL Board for an early career member to be elected. This could include student members or individuals early in their careers.

Pros

- A student Student membership
- If we call this an "Early Career" membership, that would expand our pool of volunteers.

- Early careerists make up a significant percentage of our membership (ca. 10% student members in 2022) and they should have a voice
- A fresh perspective from another group.
- Board experience in a less daunting, more supportive role

Cons

- The individual might not have the expertise required for the Board and their input might be limited.
- We would be obligated to provide funding for the individual to attend board meetings – would this obligation then extend to other demographics, i.e. low-income member?
- The student member might be overwhelmed by the work of the Board and the length of years obligated to serve on the Board of Directors.
- There is a possibility that no students volunteer or express interest in Board service.

Consider options for making Board membership less intimidating

Goals & Reasoning

There may be some concerns about the perception of the Board and Board service. Clarifying some aspects formally or informally may mitigate some anxiety around Board service. It my be worth doing a survey in the future to determine specific concerns and the prevalence of those concerns related to Board service.

Approach 1

Develop a formal mentorship program, perhaps employing either Board members who have served a few years or past Board members. Board office hours, social things, board mentors, leadership development with social interaction.

Approach 2

Develop short videos (2-3 minutes) that address a few concise points about Board service or that provide testimonials about the value of Board service. Video participants should represent diversity in personal and professional identities.

Approach 3

Identify opportunities to clarify components of Board service and the expectations

Pros

- Connecting new Board members with past or experienced Board members may help to build a more personal connection and alleviate some concerns
- Creates more visibility and possibly more transparency to clarify the work of the Board and help improve perception in the long run.

Cons

- Participating in a mentorship program may increase workload for Board members
- Creating more documentation could be overwhelming or people might simply not read the documentation

Some number of Board positions are selected/appointed by the Board

Goals & Reasoning

By appointing some Board members, the ACRL Board can be more intentional about membership and seek out specific individuals who promote diversity and inclusion or provide necessary skills and experience. The Board would be able to look holistically at the membership of the Board when appointing members to see what is missing. This may be another opportunity to encourage non-librarian and non-archivist library workers to get involved with ACRL through Board service.

Approach 1

Appoint some number of Board members who provide necessary skills that may be lacking on the Board.

Approach 2

Appoint some number of Board members who are from groups underrepresented on the ACRL Board, such as underrepresented racial and ethnic minorities or underrepresented types of libraries or institutions.

Pros

- As seen in other professional organizations, could increase diversity of skills such as handpicking marketing professionals, accounting professionals, law professionals, etc.

Cons

- If used for other diversity and inclusion, could just become an echo chamber as board members pick others still within their (not diverse) networks
- Opens the door to be seen as less of a transparent process.

Remove LRNC evaluation – anyone who is nominated can run

Goals & Reasoning

LRNC evaluation may be intimidating to some individuals interested in Board service or individuals may assume that either LRNC will find other qualified individuals or because they weren't specifically encouraged by LRNC, they shouldn't run.

Approach 1

Remove LRNC altogether.

Approach 2

LRNC doesn't evaluate candidates, but they do encourage additional candidates to run.

Pros

- No more personal outreach encouraging folks to self nominate possibly dismantles some of the echo chamber effect that LRNC might have.

Cons

- No more personal outreach encouraging folks to self nominate. The lack of 1:1 communication means fewer nominees.
- LRNC charge would need to be redefined and the Bylaws (Article XI: Nominations) amended to reflect this change.
- If something happens to the one candidate (withdraws their name) then you have to find another candidate to fill the spot.

Increase LRNC control – they select one candidate to run uncontested

Goals & Reasoning

Running against another candidate for leadership positions may be intimidating. If LRNC further limits the candidate pools to a single candidate for an uncontested election, that may eliminate some anxiety and encourage others to take office.

Approach 1

LRNC identifies one candidate for each Board position.

Approach 2

LRNC identifies a single candidate for each director-at-large position. No change to other officer positions.

Pros

- LRNC has found that some members do not want to run in a contested race. Removing that hurdle may lower the anxiety around serving.
- Like board appointed positions, could ensure the Board has skills needed (i.e., marketing, finance, etc.)

Cons

- Depending on length of term, could lock in a board member no one wanted/ asked for.
- Limits memberships' leadership options.
- If something happens to the one candidate (withdraws their name) then you have to find another candidate to fill the spot.

Institutional diversity – ensuring representation from community colleges

Goals & Reasoning

Similar to current policy, prioritize institutional diversity, with the idea that institutions such as community colleges, junior college, historically Black colleges and universities, tribal colleges and universities, etc. may have more diversity library work forces. This idea may be related to the suggestions below for requiring participation by people from specific demographic groups and institutional membership as well as the idea above for appointing members to the board. Under the current policy, this is done based on membership in the respective sections rather than employment at the respective institutions.

Approach 1

Reserve director-at-large positions for an individual or multiple individuals from specific types of institutions.

Approach 2

Similar to a previous alternative suggested above, appoint members (as either voting or ex-officio) from specific types of institutions.

Approach 3

Leverage institutional memberships, specifically considering benefits for both the institution and the organization (e.g., ACRL commits to providing discounts for membership, conferences, webinars, etc., and the institution commits to providing their employees with time and support to pursue leadership in sections, committees, and the Board).

Pros

- By giving discounts to community colleges or having a standing position on the board for a community college member, we are ensuring that the unique experiences of this subset of college and research libraries are represented
- Could promote library administrators to encourage library staff other than degreed librarians to volunteer, especially if individual memberships are tied to institutional memberships (i.e. one free member, etc.)
- This may also engage faculty and staff from library schools and iSchools at member institutions

Cons

- Staffing at community colleges are typically limited and staff may not have the time to dedicate to serving.
- Might require creative thinking to develop online/virtual programming relevant to community colleges that will allow people to participate without travel.
- Might require more time/ task force convened specifically around institutional membership - a long term solution, rather than short term. Not necessarily a "con"
- Might lose individual membership income to institutional membership. Financial ramifications?

Requiring people from specific demographic groups

Goals & Reasoning

This could directly increase diversity on the board. The goal would be to expand viewpoints rather than have individuals speak for an entire group. The task force was generally opposed to this idea because of the tokenization and increased workload/burden that may result for individuals from already underrepresented and minoritized groups.

Approach 1

Director-at-large positions could be reserved for those individuals from specific demographic groups similar to reserving spaces for individuals from specific institutions as above or for individuals from specific ACRL sections as in the current policy.

Approach 2:

Similar to a previous alternative policy suggestion above, the Board could appoint directors-at-large based on specific desired demographics.

Pros

- Although feels very much like "checking boxes", could be a first step in a more diverse Board

Cons

- We know the demographics or our membership should be more diverse. Do we try to reflect the demographics of the U.S., of North America? of ACRL?
- Those who fit that description, may feel tokenized or be called on to represent the viewpoints of the entire demographic that they represent, which is not realistic.
- Might be perceived as a bit too detailed of an option.

Opportunities for access to leadership training

Goals & Reasoning

ACRL Board service may be intimidating for many individuals, especially those new to the organization and/or the profession. Access to leadership training may provide an opportunity to develop a leadership pipeline in ACRL.

Approach 1

Develop leadership training programming within ACRL that is ACRL specific. Perhaps individuals can participate in the training with the expectation that they pursue leadership in sections or on the Board in the future.

Approach 2

Partner and collaborate with another organization or multiple other organizations that are already providing leadership training. The ARL Leadership Fellow Program is one example.

Pros

- Providing leadership training sets the expectations of what it means to be a leader in the division which allows for more consistency of experience across all committees

Cons

- Coordinating such training can be difficult
- Training can become redundant as it could be a repeat of other leadership training courses

Buy out people's time

Goals & Reasoning

Finding the time for Board service seems to be a common problem. Offsetting that time in some way could be a solution.

Approach 1

ACRL pays institutions for a percentage of ACRL Board members' time. The Board member commits that time to the Board instead of their work duties at their institution.

Approach 2

ACRL pays Board members for their time. This isn't necessarily buying people's time out but rather just paying people for Board service

Approach 3

Employing institutional memberships mentioned above, ACRL could provide discounts to institutional members or benefits in some way in exchange for a commitment of service to be defined.

Pros

- Akin to jury duty pay, monetary compensation for time spent in service has precedent

Cons

- If the buyout rate is set too low, volunteers may feel undervalued. Too high and it's unsustainable. Buy out money goes to library, not library professionals
- Library professionals may be unable to carve out time, even with buyout money

- Institution/state may require staff to report this as income or they may not be allowed to take an additional "job" and complete work during working hours

Recommendations

The ACRL Nominations and Policies Audit Task Force recommends to the ACRL Board:

- Improve the perception of the Board and of working on the Board. Create transparency and visibility.
  - Example: To aid in recruitment, develop short videos (2-3 minutes) that address a few concise points about Board service or that provide testimonials about the value of Board service. Video participants should represent diversity in personal and professional identities.
- Be more clear, explicit, and transparent about expectations, and workload for service. Quantify where possible. Clarify what skills are needed to succeed and what service looks like.
- Rename "directors-at-large" to "members-at-large" to avoid confusion about the need to be a director. (Since the Board is the ACRL Board of Directors, a change to members-at-large may be confusing. A change in this language will require updates to all policies that reference directors-at-large.)
- Find a way to activate students members for Board service either as ex-officio or voting members. The ACRL Board could pilot a program to appoint student leaders from ALA student chapters for service on the Board. If, after a set period of time for the pilot, there seems to be strong student interest and success with the program, the ACRL Board could consider implementing policy for an appointments procedure or election for a student officer on the Board.
- Consider opportunities to use institutional memberships in a new way to encourage institutions to support their employees in pursuit of ACRL service either through some process similar to buying out time or through another commitment on behalf of the institutions.
- Continue to ensure representation from community colleges, such as our current bylaws requirement for a director-at-large from CJCLS. (It seems reasonable to us to remove the other section representation requirements.)
- Develop opportunities for leadership training either directly from ACRL or in conjunction with other organizations.
- Provide a formal mentorship opportunity for new Board members that is advertised when seeking candidates.

Appointments Process Suggestions

The ACRL Nominations and Policies Audit Task Force suggests areas to consider for future work:

- Conduct a survey of members specifically regarding the perception of the board. Consider comparing analysis of perception across different populations.

Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Final Report of the ACRL Nominations & Policies Audit Task Force

Submitted by: Matthew Weirick Johnson, ACRL Nominations & Policies Audit Task Force Chair

Date submitted: 7 February 2023

Background

The ACRL Board of Directors approved the creation of the Nominations & Policies Audit Task Force at its 27 January 2022 meeting. Due to changing landscapes, feedback, and requests in recent years, there is a need to undergo a review of existing policies and norms pertaining to member participation and compensation to better engage, acknowledge, and support a diverse library workforce. This is also part of the ongoing commitment for ACRL Leadership to advance its Core Commitment to Equity, Diversity and Inclusion and foster a diverse, inclusive, and anti-racist association.

The task force received the following charge from the Board:

- Review current ACRL Bylaws and policies, focusing on the ACRL leadership nominations and recruitment process + Board participation requirements, to identify areas that may be impeding efforts to expand dimensions of diversity in the leadership pipeline - including people of color and minoritized groups, individuals in diverse roles within the library profession, and library workers in all types of academic library settings.

- Identify and evaluate alternatives to current policy, as well as advantages and disadvantages for each alternative, that they may reduce barriers and encourage greater participation.

- Recommend alternatives based on the evaluation of advantages and disadvantages.

- Areas related to the appointments process should be considered within scope, albeit not the primary focus, in order to be flagged for future work.

Timeline:
- Task force terms: February 1, 2022 – January 31, 2023
- Date interim report is due: October 2022
- Date final report is due: January 2023

Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.
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The task force's interim report is included for review by the ACRL Board of Directors and represents are progress and work completed to date.

Questions for the Board to Discuss

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

- One of the task force's guiding questions: "How can we encourage participation and service from non-librarian and non-archivist library workers? What support can ACRL provide to make this kind of service possible?"
- Are the suggested changes to the bylaws/policies feasible?
- Are the recommendations suggested feasible?
- Aside from the final recommendations, do any of the other alternatives to current policy and the referenced approaches for each alternative seem feasible or worthwhile?
- Are there follow up actions to take in the coming years or a long-term plan to implement the recommendations over time? What are the next steps?

Stakeholders

N/A

Strategic Goal Area Supported

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

☐ Value of Academic Libraries
Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.

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

☐ Research and Scholarly Environment
Goal: Librarians accelerate the transition to more open and equitable systems of scholarship.

☐ New Roles and Changing Landscapes
Goal: Academic and research library workforce effectively navigates change in higher education environments.

☐ Enabling Programs and Services

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

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Association of College & Research Libraries
ALA/ACRL American Library Association
225 N Michigan Ave, Suite 1300
Chicago, IL 60601
acrl@ala.org, http://www.acrl.org

Board of Directors/Budget & Finance Action Form

To: ACRL Budget and Finance and ACRL Board of Directors

Subject: ACRL Chapter Funding Policy

Submitted by: Lauren Carlton, Program Officer

Date submitted: July 14, 2022, resubmitted September 19, 2022.

Background

The funding policy for ACRL Chapters has not been updated since 1998 (Doc 7.3 1998 ACRL Chapter Relations Task Force Report). The 1998 ACRL Chapter Relations Task Force Report is the basis for the current ACRL Chapter funding policy articulated in the ACRL Guide to Policies and Procedures, Chapter 5.4 Funding Programs for Chapters (Doc. 7.1). ACRL currently provides Chapters with funding for ACRL officer visits, ACRL membership lists, two free webcasts per year, and an annual budget based on the number of ACRL members in the chapter's state/region. In addition, ACRL is obligated to pay chapters $10 for each member who joins ACRL if recruitment documentation is supplied. ACRL currently has 42 chapters, all of which are separate legal entities, and, unlike ALA Chapters, are not required to join ALA or ACRL as organizational members (at the lowest organizational member rate of $150).

Given the current financial pressures and constraints on the ACRL budget for FY23 (and beyond), an update to the current funding policy is needed to better align policy with actual budgeting practice. The current policy states:

> "ACRL allots chapters $1.00 for each national personal ACRL member living within the geographic region served by the chapter and chapters with fewer than 100 members will be allocated a minimum of $100. Source: ACRL Board, July 1985, June 1998"

However, since 2011 the Board has approved the following budget assumption for Chapters:

- "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)

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As Doc 7.2 Chapter Budgets, 2011-2021 shows, the ACRL Board has approved steady reductions in Chapter funding (from a high of $11,603 in 2002 to $4,000 in FY21) to the point where ACRL is effectively budgeting about $100 per chapter per year. At the August 3, 2022 Board Meeting, staff asked the Board to consider updating the Chapter funding policy to a flat annual amount for all chapters in order to bring policy into alignment with actual budgeting practice and save approximately two days of staff time currently devoted to calculating, disseminating, and monitoring 42 separate budgets and processing check requests. After further discussion, the Board agreed that funding for all ACRL Chapters should be eliminated.

Stakeholders

The ACRL Budget and Finance Committee has been asked to review and recommend this change to the ACRL Board. Prior to the August 3, 2022 Board meeting, ACRL Chapter leaders were notified of the proposal to set annual Chapter funding at $100 per year, There was no response from Chapters to the proposed change. Chapter leaders were notified again after the August meeting that the Board was considering eliminating annual chapter budget allocations completely. The proposed change received no comments from Chapter leaders.

Fiscal and Staffing Impact

Revising chapter budget allocations to eliminate Chapter Funding would save staff time. Currently, only ten chapters request funds from ACRL, but none of them have met the eligibility requirement to receive said funds in FY22.

Budget & Finance Committee Action Recommended

That the ACRL Budget & Finance Committee approves the recommendation to the ACRL Board of Directors to update the ACRL Guide to Policies and Procedures, Chapter 5 to eliminate funding for ACRL Chapters per Doc 7.1.

Board Action Recommended (if approved by B&F)

That the ACRL Board of Directors approves the ACRL Budget & Finance Committee's recommendation to update the ACRL Guide to Policies and Procedures, Chapter 5 to eliminate funding for ACRL Chapters per Doc 7.1.

Strategic Goal Area Supported

Please see the ACRL Strategic Plan, and 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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Proposed Revisions to the ACRL Guide to Policies and Procedures on Pages 2, 3, 4, and 5

5.1 Chapter—description

ACRL Bylaws make it clear that chapters are separate organizations interested in academic and research libraries that request affiliation with ACRL. In other words, ACRL recognizes as a chapter of the association an organization that meets certain criteria. ACRL affiliates with the chapter; it does not, however, establish the chapter as an organization, it does not control it, and it is not responsible for its actions.

Under the revised ACRL Bylaws, a chapter will be a local, state or regional group that has requested affiliation with ACRL and has been recognized as a chapter of ACRL by the ACRL Board. An organization thus becomes a chapter by affiliating with ACRL, rather than by being established by the national association. A chapter's affiliation may be dissolved at its request by the Board and its affiliation will be dissolved if the chapter becomes inactive or fails to comply with bylaws provisions regarding chapters. (*Source: ACRL Board, June 1998*)

The first chapter was established in Philadelphia in 1951. "The chapter is a handy framework within which librarians can meet for social purposes and consider professional problems of local importance. In some cases, chapters undertake studies or perform cooperative services" (*Source: 1956 ACRL Organizational Manual*).

For additional information about the history of Chapters, please see the ACRL History page.

5.2 Petitioning for chapter affiliate status

The petition for chapter status should read as follows: "The following persons hereby petition for chapter status in the Association of College and Research Libraries, under the name (name of proposed chapter) and covering the geographic area (location and/or geographic coverage). The purpose and objectives of the chapter will be as follows: (state briefly)." List the name, address, and telephone number of the individual acting as chairperson. Include the signatures of at least twenty-five ACRL members, and a typed alphabetical list, with complete addresses, of those signing the petition (See Petition Form).

The petition will be considered at the next meeting of the ACRL Board of Directors, if received one month prior to that meeting. The chapter will be notified of the Board's decision.

5.3 Retaining chapter affiliate status

ACRL chapters are completely autonomous. They may (1) adopt bylaws governing officers, membership meetings, committees, and other matters; (2) develop and implement their own programs, requesting assistance from the ACRL Executive Director; (3) establish criteria for dues and membership; or (4) develop a newsletter or engage in other activity in order to improve communication within the membership.

Chapters shall either incorporate or belong to a state association that is incorporated within one year of their recognition by ACRL.

5.4 Funding programs for chapters

ACRL does not provide chapters with funding..

Chapters may request a funded ACRL officer to visit or participate in their programs. Funds are included in the ACRL budget to pay the expenses of the ACRL president, president-elect, executive director, and past-president to travel to ACRL chapters or potential chapter meetings. In the event these officers are not able to travel, members of the ACRL Board of Directors may be invited to attend chapter meetings. Officers cover all expenses incurred and submit reimbursement requests to ACRL. To maintain equity, each chapter or potential chapter is visited at a frequency of approximately every four years. Potential chapters are defined as those in an active state of being formed. The chapter may indicate a preference for a particular officer from among the four, but if that person is not available (or is already overcommitted) another officer may represent the Association. The chapter must send a Request for an ACRL Officer form to the ACRL office, which will coordinate this program. Source: ACRL Board, June 1983; revised July 1985 and June 1993

ACRL will provide each chapter with one mailing list per year of the national ACRL members residing in its geographic area. The list will include those ALA/ACRL members who have opted to be included in their ALA communication preferences. Chapter chairs must request the mailing list by emailing Lauren Carlton, the staff liaison to ACRL chapters, at lcarlton@ala.org.

To provide more local opportunities for professional development, ACRL will provide each chapter with two free webcasts per year, which they can broadcast at up to six sites to facilitate access.

If any chapter does not use its full budgeted allotment during the ACRL fiscal year, the money reverts to the ACRL general fund. Source: ACRL Board, January 1979

5.6 Communication

5.6.1 Annual Report for Chapter Activities

Each affiliate chapter is expected to submit an annual report of its activities to the ACRL office by July of each year, using the Plan for Excellence Implementation Form (sent directly to member leaders) and including in the report a statement of how the chapter's activities supported the ACRL Plan for Excellence in regard to the goals of professional development and legislative issues, and what activities the chapter may have undertaken to promote membership recruitment.

All chapter annual reports will be made available to both the ACRL Board and the ACRL Chapters Council.

5.6.2 Annual Discussion of Board Plans and Chapter Activities

A regular forum for informal communication between the officers of Chapters Council and representatives of the ACRL Board will be held to ensure that the ACRL Board remains aware of concerns at the chapter level and that chapters are aware of ACRL's general direction and any concerns that the Board may have regarding chapter activities. Such a forum should also help to ensure that ACRL and chapters are working collaboratively on such issues as legislative advocacy, membership recruitment, and professional development. The Chapters Council should invite members of the Board and the Chapters Council to meet at the Sunday morning Chapters Council meetings at both the ALA Midwinter Meeting and Annual Conference.

5.6.3 ACRL Member Outreach

Chapters that are divisions of a state association may be limited in what services or provisions they can offer to ACRL members in their region who do not belong to the chapter. It is, however, desirable for chapters to offer discounts on chapter program registrations and other similar provisions to ACRL members whenever possible. Such incentives may encourage participation by ACRL members in chapter activities and lead to increased ACRL membership in the chapter. Incentives are also appropriate, since the ACRL member's dues indirectly support the chapter's activities.

5.6.4 Disclaimer Statements

The autonomous nature of chapters as implied in the ACRL Bylaws and as legally embodied through the process of incorporation, provides sufficient protection to ACRL against liability. However it is advisable for ACRL to include language in the ACRL website that makes clear that chapters are separate organizations that are affiliated with ACRL; the website should also make it evident to the user that chapter websites are maintained separately from the ACRL site.

5.7 Roles and Responsibilities of Chapters, Chapters Council, and ACRL

5.7.1 Roles and Responsibilities of Chapters

Affiliated chapters are important partners for ACRL. Although they are largely independent, they provide a local presence for ACRL and assist in attaining the goals of the ACRL Plan for Excellence. They foster professional development, particularly for those who cannot participate at the national level; they participate in legislative advocacy; and they promote ACRL membership.

Programming. Chapters offer a variety of programs that advance the professional development goals of ACRL.

Legislative Network. Chapters participate in the ACRL legislative network in order to advance legislative issues of importance to academic and research libraries as identified in ACRL's annual legislative agenda. The network consists of Legislative Coordinators from each chapter, who are appointed by chapter officers. This Legislative Coordinator could be the chair of the government relations, legislative or advocacy committee or, in the absence of such a position, the Chair/President of the chapter.

Working with the Chapters Council Legislative Network Representative (who seeks input from ACRL staff as appropriate), each chapter's Legislative Coordinator communicates information and action

alerts for rapid response on specific issues as legislation arises to their chapter's membership. If the chapter is in a key state or district, ACRL may follow up with a call to the Legislative Coordinator asking him/her to enlist support and mobilize advocates in the chapter area. The main form of communication for the legislative network is the Chapters Council ALA Connect Space, to which the leaders of each chapter are subscribed.

Membership Recruitment. Each chapter should recruit new members to the chapter and to ACRL. Chapters are encouraged to plan membership drives in collaboration with the ACRL Membership Committee, ACRL staff, and the Chapters Council.

Chapters Council. Each chapter participates in Chapters Council through two representatives who have one vote on behalf of the chapter. Representatives are the president (chair) and vice-president (vice-chair) or a delegate who is a member of the executive board of the chapter and also a member of ACRL.

Officers. The president (chair) and vice-president (vice-chair) of each chapter must be members of ACRL or the chapter may have a delegate who is a member of the executive board of the chapter and also a member of ACRL.

Incorporation. Each ACRL chapter is responsible either for incorporating itself or belonging to a state association that is incorporated. New chapters must incorporate or belong to a state association within one year of their recognition by ACRL. Existing ACRL chapters were required to incorporate or belong to a state association that is incorporated by the end of the year 2000.

Bylaws. Each chapter adopts its own bylaws, provided they are not in conflict with ACRL's Bylaws and provides a copy to the ACRL office.

Meetings. Each chapter holds one meeting each year, unless it is a member of a state association that has biennial meetings.

Officer lists. Each ACRL chapter submits a list of its officers to the ACRL office within one month of the election.

Annual reports. Each affiliate chapter is expected to submit an annual report of its activities to the ACRL office by July of each year, using the Plan for Excellence Implementation Form (sent directly to member leaders) and including in the report a statement of how the chapter's activities supported the ACRL Plan for Excellence in regard to the goals of professional development and legislative issues, and what activities the chapter may have undertaken to promote membership recruitment.

Outreach to ACRL national members. Each chapter is encouraged to offer opportunities such as reduced chapter program registration to ACRL members living in their region who are not members of the chapter.

Disaffiliation. In the event that a chapter becomes inactive, or for other reasons chooses to disaffiliate, the chapter notifies ACRL of its intention to dissolve its affiliation with the association.

5.7.2 Responsibilities of Chapters Council

Chapters Council serves as ACRL's primary forum for dealing with the interests and concerns of ACRL chapters. It serves as the central means of communication among chapters and between chapters and ACRL. The mission of ACRL Chapters Council is to serve as a conduit for information

and communication between National ACRL and its Chapters, and to promote membership of ACRL National.

The goals of Chapters Council are:

- To support the goals and initiatives of ACRL National
- To facilitate communication between ACRL members and ACRL leadership
- To encourage and support ACRL Chapters goals and initiatives
- To build membership of ACRL at the National and Chapter levels.

Its specific responsibilities are as follows:

Information sharing. Chapters Council facilitates the exchange of information among chapters.

Chapter Topics. Chapters Council coordinates the publication of Chapter Topics, which serves as a primary means of communicating chapter activities and concerns among chapters and to the ACRL Board.

Communication with the Board. Chapters Council regularly apprises the ACRL Board of chapter activities and concerns. Chapters Council officers meet annually with representatives of the ACRL Board to discuss issues of mutual concern.

ACRL information. Chapters Council promotes the dissemination of information about ACRL to local chapters.

Chapter development. Chapters Council promotes the organization and development of ACRL Chapters.

Membership recruitment. The Chapters Council cooperates with ACRL, particularly with the ACRL Membership Committee, in promoting ACRL membership.

Legislative network. The Chapters Council Legislative Network Representative works with the ACRL Board, the ACRL Senior Strategist for Special Initiatives, and the ACRL Government Relations Committee to coordinate the ACRL legislative network and advance the ACRL legislative agenda.

Representative attends Annual and Midwinter and reports results to the Chapters Council at the Chapters Council Meeting.

Chapters participate in the ACRL legislative network in order to advance legislative issues of importance to academic and research libraries as identified in ACRL's annual legislative agenda. The network consists of the ACRL Senior Strategist for Special Initiatives and the Legislative Network Representative to Chapters Council, who communicate information to the Chapters through the general Chapters ALA Connect Space.

Elections. Chapters Council holds elections for Chapters Council officers.

Directors at Large. ACRL's recognition of the importance of its Chapters is shown by the presence of two directors-at-large on the ACRL National Board, nominated biannually from within the Chapters Council. Each serves a four-year term.

Leadership Council. The Chair and Vice-chair of Chapters Council attend ACRL Leadership Council meetings.

Presidential Candidates Forum. The Chapters Council organizes the ACRL Presidential Candidates Forum.

Annual Report. Each year, the Chapters Council submits an annual report and work plan to ACRL, and makes it available to all chapters.

5.7.3 Responsibilities of ACRL

ACRL recognizes the importance of its affiliate chapters by supporting their work in a variety of ways.

Chapters Topics. ACRL supports and distributes Chapter Topics on its Web site.

Speakers. ACRL provides funds for ACRL officers (ACRL president, president-elect, executive director, and past-president) to travel to and speak at ACRL chapter meetings. The purpose of the visit is to speak about the activities and initiatives of ACRL and to learn of members' interests at chapter level. Speakers are requested by the individual chapter. Funds are generally available for chapters to be visited approximately once every four years.

Membership Lists. Each year, at no cost to the chapter, ACRL provides one list of ACRL members living in the chapter's geographic region.

Officer Lists. ACRL maintains and makes available a list of officers from each chapter.

Chapter Reports. The ACRL office receives chapter annual reports each year and makes them available to the ACRL Board and ACRL Chapters Council.

ACRL Plan for Excellence. The ACRL Office provides an annual Summary and update of the ACRL Plan for Excellence to each ACRL affiliate chapter and the Chapters Council officers.

Meeting with Chapters Council Officers. Representatives of the ACRL Board meet annually with Chapters Council officers to discuss issues of mutual concern.

Websites. ACRL maintains the wording on the ACRL website, making sure chapters are separate organizations, affiliated with ACRL; the website also makes it evident to the user that chapter websites are separate from the ACRL site, listing chapters and providing links to their homepages.

5.8 Chapters Council Organization

The Chapters Council shall consist of the president (chair) and vice-president (vice-chair) of each ACRL chapter or a delegate who is a member of the executive board of the chapter. Each member of the Chapters Council shall be a member of the national association. Each chapter shall have one vote.

The elected officers of the Chapters Council are the chair, vice-chair/chair-elect, past-chair, and secretary. These officers serve as the Chapters Council Executive Committee. The Executive

Committee plans the agenda of the Midwinter and Annual Meetings of the Council and submits Council recommendations to the ACRL Board of Directors.

The vice-chair/chair-elect and secretary are elected by the Chapters Council at its meetings during the Annual Conference, the choice being made from Chapters Council delegates. The Council vice-chair/chair-elect serves as chair during his/her second year on the Council, and then serves as past-chair for a third year.

The chair presides at Council meetings and can appoint ad hoc task forces for special purposes as necessary. The vice-chair/chair-elect serves as chair in the absence of the chair. The secretary serves a one-year term and is responsible for the recording and distribution of the Council's minutes.

(*Source: ACRL Board of Directors, January 1975; revised, January 1979, June 1981, June 1984, and June 1998*)

5.9 Chapter Topics

Chapter Topics is a newsletter published by Chapters Council and distributed two times a year via the Web to chapter officers by the ACRL office to facilitate communication between chapters. In Spring 2018, the ACRL Chapter Topics Newsletter shifted to become a LibGuide, part of the ACRL Chapters LibGuides. Also available on the ACRL Web site is Chapter Roster, a directory compiled by ACRL of current chapter officers and their addresses.

5.10 Current chapters

ACRL has 42 chapters. Chapters affiliated with ACRL are autonomous bodies. When clicking on the chapter Web sites available on the roster page, note that the information on these Web sites is wholly the responsibility of the chapter affiliate and implies no endorsement by ACRL National.

Attachment 2: Chapter Expenditures, 2011-2021

Year	Chapter Allocations (Budgetd)	Actual Spent	% Unspent
FY11	$ 5,000	$ 5,316	0%
FY12	$ 5,000	$ 5,392	0%
FY13	$ 5,400	$ 4,898	9.30%
FY14	$ 4,500	$ 6,035	0%
FY15	$ 5,000	$ 3,845	23.10%
FY16	$ 6,035	$ 3,669	39.21%
FY17	$ 6,035	$ 3,683	39%
FY18	$ 4,500	$ 3,816	15.20%
FY19	$ 4,500	$ 2,823	32.27%
FY20	$ 4,500	$ 1,141	74.65%
FY21	$ 4,000	$ 28	92.80%
TOTAL	$ 54,470	$ 40,646	25.38%

Note: Even though Chapter budgets have been steadily reduced over the past eleven years, the amounts budgeted are rarely fully expended.

The table on page 2 shows how much each ACRL chapter was eligible to receive in FY20 based on the ACRL membership counts for their respective states. The allocations range from $930 (California) to $100 (Arkansas, Idaho, Kentucky, Nebraska, New Mexico, North Dakota and Manitoba, Oklahoma, and South Dakota).

In FY20, only four chapters requested their budget allocation (and this is typical of pre-COVID years).

Additionally, 18.6% (8) chapters are not eligible to receive budget allocations per Section 5.6.1 Annual Report for Chapter Activities in the ACRL Guide to Policies and Procedures which states, "Both regular allocation and new member funding will be withheld from any chapter that fails to submit an annual report for two consecutive years and such funding may be reinstated once a chapter has submitted an annual report. Compliance with the reporting requirement will be monitored by ACRL staff and became effective with the FY 1998-99 year."

2019-2020 Chapter Expenses			
	Allowance	**Used**	**Notes**
Alabama	$ 128	$ -	
Arizona	$ -		No annual report in 2 years, no budget.
Arkansas	$ 100	$ -	
California	$ 930	$ -	
Colorado	$ -		No annual report in 5 years, no budget
Delaware Valley	$ 435	$ -	
Florida	$ 361	$ 361	Coffee break 1-28-2020
Georgia	$ 227	$ -	
Idaho	$ 100	$ -	
Illinois	$ 569	$ -	
Indiana	$ 231	$ -	
Iowa	$ 171	$ -	
Kansas	$ 129	$ -	
Kentucky	$ 100	$ -	
Louisiana	$ 111	$ -	
Maryland	$ 257	$ 200	Winter social - March 9, 2020
Michigan, MLA	$ 344	$ -	
Michigan, MI-ALA	$ 344	$ -	
Minnesota	$ 189	$ -	
Mississippi	$ -		No annual report in 3 years, no budget
Missouri	$ 144	$ -	
Montana	$ -		No annual report in 4 years, no budget
Nebraska	$ 100	$ -	
Nevada	$ -		No annual report in __? years, no budget
New England	$ 813	$ 813	Strategic planning catering ($846)
New Jersey	$ 239	$ -	
New Mexico	$ 100	$ -	
New York, Eastern	$ 202	$ -	
New York, Metro	$ 445	$ -	
North Carolina	$ -		No annual report in 2 years, no budget.
North Dakota & Manitoba	$ 100	$ -	
Ohio	$ 361	$ -	
Oklahoma	$ 100	$ 100	Zoom 08/12/2020
Oregon	$ 141	$ -	
Western Pennslyvania & West Virginia	$ 120	$ -	
South Carolina	$ 118	$ -	
South Dakota	$ 100	$ -	
Tennessee	$ 167	$ -	
Texas	$ 491	$ -	
Utah	$ -		No annual report in 4 years, no budget
Virginia	$ 331	$ -	
Washington	$ -		No annual report in 2 years, no budget.
Wisconsin	$ 150	$ -	
Total:	$ 8,948	$ 1,474	

Association of College & Research Libraries
ALA/ACRL American Library Association
225 N Michigan Ave, Suite 1300
Chicago, IL 60601
acrl@ala.org, http://www.acrl.org

Board of Directors Action Form

To: ACRL Board of Directors

Subject: Policy for chat function in virtual or hybrid Board meetings

Submitted by: Julie Garrison, Past President, ACRL Board

Date submitted: February 7, 2023

Background

In order for the ACRL Board to effectively conduct all business pertaining to the Association and exercise their authority to make decisions for the Association (ACRL Policies, 2.2.1), Board meetings have increasingly been held either as hybrid or virtual meetings. Like ALA, ACRL's parliamentary procedures (ACRL Policies, 2.4.5 and 8.1.3) are guided by the most recent edition of Robert's Rules (currently, the 12th edition, 2020). Though Robert's Rules has not been updated to include guidance on chat functions in online or hybrid governance meetings, the 12th edition does advise that "if electronic meetings are authorized, it is advisable to adopt additional rules pertaining to their conduct" (Robert's Rules, 2020, IV 9:32). Currently, there is no ACRL policy that indicates how the use of online chat functions should be used or monitored in hybrid or virtual Board meetings.

In October 2022, the ACRL Executive Committee and Board discussed the chat function, how it could be useful to Board members, and the need to formalize a policy for Board meetings. Executive Director Malone conferred with former ALA Parliamentarian, Eli Mina, to ascertain how chat functions are used or monitored during hybrid or virtual ALA Board and governance meetings. Parliamentarian Mina indicated that the chat function is not a communication option for either Board/Council/Committee members or non-members/guests during these meetings. Parliamentarian Mina advised that the chat function amounts to side conversations that are disruptive to the assembly and to conducting meeting business (Robert's Rules, 2020, XII 43:28). Further, the chat function operates in conflict with parliamentary rules of order to have members be recognized by the presiding officer in order to obtain the floor to speak and that only one member of the assembly may speak at a time (Robert's Rules, 2020, II 3:30). During open mic sessions in Board meetings, any policy limiting the chat function for non-members/guests, would not be imposed.

Executive Director Malone also sought feedback from ACRL staff regarding the practical options that are available in Zoom for the use, monitoring, and disabling of chat during Board meetings.

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.
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Stakeholders

ACRL Board members, ACRL Staff, non-members/guests of the Board

Fiscal and Staffing Impact

If the action is approved, ACRL staff will facilitate the administration of the policy (i.e., apply Zoom settings to disable chat for non-members/guests and ensure that Board members are set as co-hosts of the meetings).

Action Recommended

That the ACRL Board of Directors approves the following policy for the use of a chat function in virtual or hybrid Board meetings:

During virtual or hybrid Board meetings, any chat functionality will be limited and available only to members of the ACRL Board of Directors and ACRL Staff. Non-members or guests will have access to the chat function during open mic sessions or at the invitation or recognition of the Board's presiding officer.

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**
Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.

☐ **Student Learning**
Goal: Advance innovative practices and environments that transform student learning.

☐ **Research and Scholarly Environment**
Goal: Librarians accelerate the transition to more open and equitable systems of scholarship.

☐ **New Roles and Changing Landscapes**
Goal: Academic and research library workforce effectively navigates change in higher education environments.

☐ **Equity, Diversity & Inclusion**
Goal: TBD

☒ **Enabling Programs and Services**
ACRL programs, services, and publications that target education, advocacy, and member engagement.

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