

Report of the ACRL Chapters Council Survey Working Group, June, 2012

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1. Background

During the Chapters Council meeting held on January 22, 2012 at ALA Midwinter in Dallas, Texas, a Task Force was formed to create a survey which would explore the relationship between ACRL and Chapters, particularly in regards to gauging the membership's satisfaction with the current funding situation for the chapters. The goal of the survey was to tap into the membership and, through their feedback and suggestions, provide ACRL National and ACRL Chapters Council with other options for funding, perhaps even replacing the current situation of national funding regional chapters based on per member basis.

2. Methodology

The survey ran from April 23 to May 17, 2012, and was published and managed using the ACRL Office's Survey Monkey Pro subscription. Megan Griffin, ACRL Chapters Council Liaison, and Mary Ellen Davis, ACRL President, assisted with survey design and implementation. The survey was publicized via email to chapter leaders, the ACRL Chapters Council blog and Facebook page, and the ACRL Chapters listserv. The survey questions are presented in Appendix A.

The population for purposes of this survey is indeterminate and non-probability convenience sampling was utilized. However, the data are still valid for the purposes explained in the introduction. For reference in terms of possible population size, one could use the entire membership of ACRL, which is more than 12,000 according to the ACRL website¹. However, for purposes of this survey, the intent was to target leadership of ACRL Chapters (current or former), but responses were accepted from those in non-leadership positions in chapters. The number of current ACRL Chapter leaders varies per chapter, and there are 42 chapters. The 166 individuals listed on the ACRL Chapters leadership roster² could serve as a lower population limit. Another factor to keep in mind when interpreting these results is that not all chapter leaders, or members of ACRL Chapters, are members of ACRL.

3. Demographic Results, By the Numbers

Number of respondents: 68

Number of chapters represented: 28

Number of chapter officers (current or former) responding: 49 (72 %)

Number of respondents ever involved in funding decisions for their chapter: 47 (69%)

Number of respondents ever involved with writing/submitting proposals for ACRL funding for their chapter: 19 (28%)

¹ About ACRL, <http://www.ala.org/acrl/aboutacrl>

² ACRL Chapters Council Roster, <http://www.ala.org/acrl/aboutacrl/directoryofleadership/chapters/roster>

4. Results on Funding Application Habits and Uses of Funding

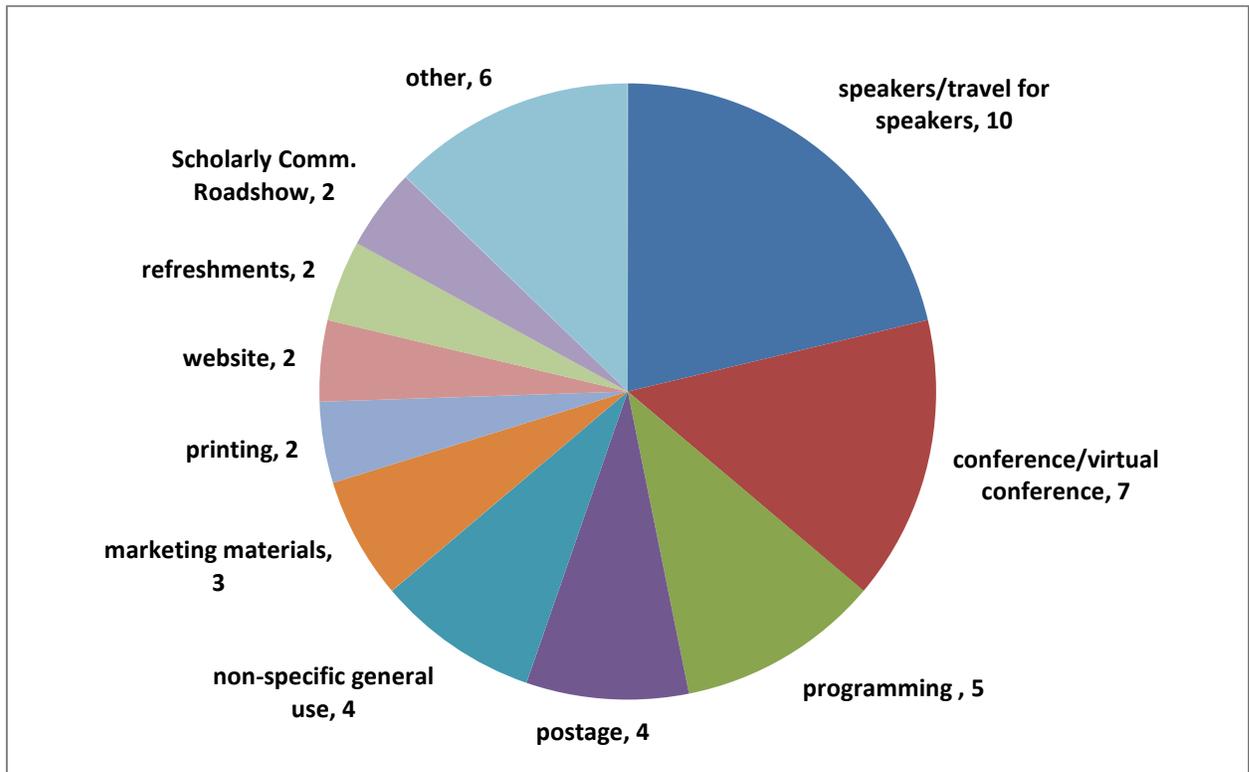
Current funding is \$1.00 per ACRL member in the chapter area, or \$10 per new member gained through a membership drive with a minimum guarantee of \$100 per year. Since 2009, Chapters Council has been petitioning ACRL for an increase in funding to the local chapters from \$1.00 per member. These attempts have proven unsuccessful. During the Chapters Council meeting at Midwinter in 2012, ACRL President Joyce Ogburn and Executive Director Mary Ellen Davis suggested that Chapters Council consider alternative methods of support, including financial reimbursement. To that end, several questions on the survey attempted to explore the issue of funding to chapters.

Number of respondents who indicated their chapter had received funding: 35

Number of respondents who indicated their chapter had received funding in past five years: 31

Summary of specific uses for funding are shown below:

Figure 1: Uses of Funding



*"Other" includes: general finances (insurance, taxes); educational costs; microphone for online meeting; sponsor MLS student for conference; scholarships; chapter newsletter

Number of respondents indicating funding requests were denied: 0

Number of respondents indicating their chapter chose not to apply for funds in past five years: 4

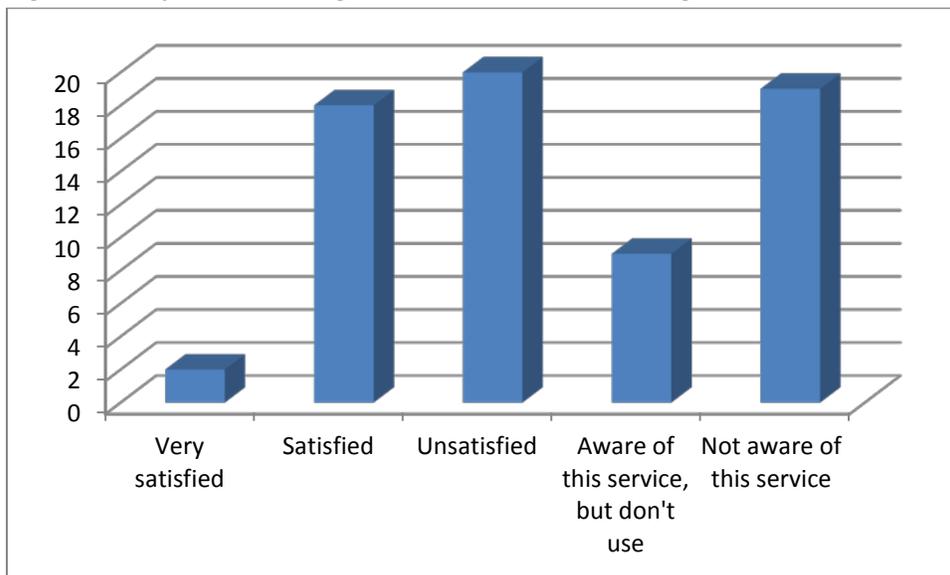
Other reasons respondents indicated their chapter did not use funds in past five years:

- chapter had been inactive
- "funding was goods, not money"
- "process is too complicated to make it worthwhile"
- 501c3 status was delayed by a few years, so chapter hadn't gotten into habit of utilizing it after status was obtained
- state library association has served as sole source of funding

5. Satisfaction with Funding and Application Process Improvement

Several questions on the survey explored satisfaction with funding. Respondents were asked how they would rate their satisfaction with funding.

Figure 2: Respondent Rating of Satisfaction with Funding



In addition, the majority of respondents (52) said the funding amount of \$1.00 per chapter member and \$10.00 per member gained through a membership drive was inadequate. The substantive comments are listed in Appendix B.

On the topic of improving the funding application process, respondents had many ideas worth further investigation. The substantive comments are listed in Appendix C. An analysis of these comments reveals a number of themes:

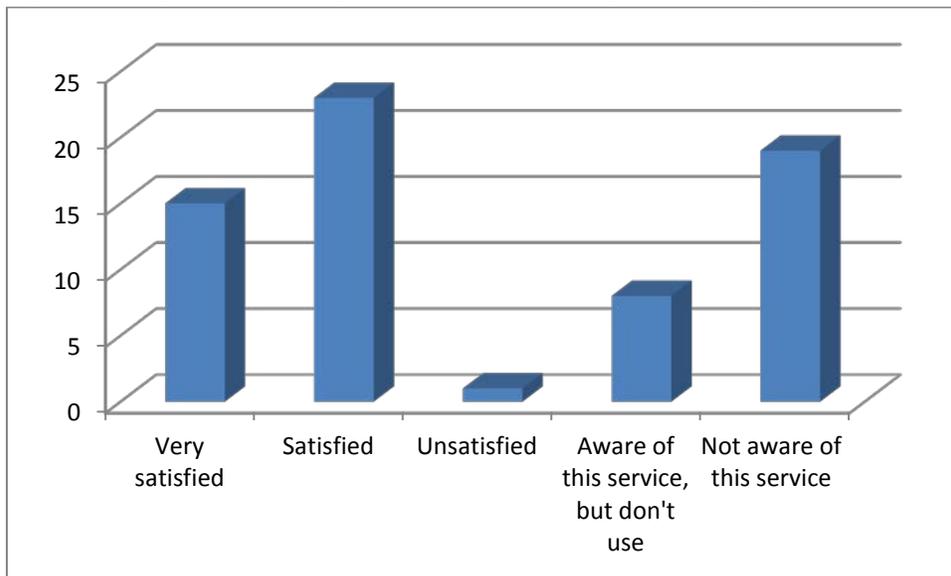
Figure 3: Funding Process Improvement Suggestions, By Number of Mentions

More automated/easier process for receiving funding	8
Clearer guidelines for funding including what can and can't be funded	6
Increased funding	6
Better publicity for funding options available	5
Other (includes: mentoring by Chapters successful in receiving funding; lowering dues instead of providing funding; additional funding in the form of awards applied for by individual chapters)	5
Grant-like funding (a pool of money that can be applied for and received prior to programming instead of reimbursed after. Possibly one pool competed for by chapters)	4
Fewer restrictions on funding	2

6. Speakers Program, and Special Rates for Webinars

ACRL has included the Speakers Program as part of its benefit to members. Respondents were asked about their satisfaction with the Speakers Program, and results are below.

Figure 4: Respondent Rating of Satisfaction with Speakers Program



The topic of whether members would see a benefit to special rates for ACRL webinars for chapters was brought up by Mary Ellen Davis at the Midwinter 2012 meeting. When posed with this question on the survey, the majority of respondents (60) said that members would see a benefit in special chapter rates/access for ACRL

webinars. In their comments on this issue, members cited their shrinking budgets, limited travel dollars, geographical dispersion, and current lack of participation as incentives for ACRL to offer the discounts.

7. Other Valued Benefits Provided by ACRL National

The comments provided by respondents to question 13 on the survey speak to the other benefits that chapters value (other than funding) about national. The substantive comments are included in Appendix D. An analysis of these comments reveals a number of themes:

Figure 5: Other ACRL National Benefits Valued by Chapters, By Number of Mentions

Communication about national issues/advocacy	14
Brand/name recognition	11
ACRL Conference/Professional Development	11
There is no benefit	7
Speakers program	7
Other (includes scholarly culture, reduced membership rates for local chapter, ability to connect with other local chapters)	5
Networking	4

8. Relationship of ACRL National and Chapters

The comments provided by respondents to question 14 on the survey speak to improvements that could be made to the overall relationship of National and Chapters. The substantive comments are included in Appendix E. An analysis of these comments reveals a number of themes:

Figure 6: Suggested Improvements to Relationship of National and Chapters, By Number of Mentions

More outreach/orientation from National to Chapters /better communication	9
Discounts for chapter members for ACRL webinars	7
Better funding	6
Cosponsor local/regional conferences	6
More support for operation functions of chapters (i.e. payments for dues/programs, technology for online webinars/conferences/meetings)	5
Help navigating issues that chapters face	4
Have programming for chapters/sponsored by chapters at ACRL Conference	4
More promotion about chapters to National members from ACRL	2
Online meetings for officers who can't attend Chapters Council in person	2

9. ACRL Chapters Council as Facilitator of Relationship of Chapters and National

The comments provided by respondents to question 15 on the survey address how ACRL Chapters Council can better facilitate the relationship of National and Chapters. The substantive comments are included in Appendix F. An analysis of these comments reveals a number of themes, which are included below, but overall the responses to this question were more varied than can be summarized, and all comments are worth evaluating individually.

Figure 7: Suggestions for ACRL Chapters Council to Facilitate the Relationship of ACRL National and Chapters, By Number of Mentions

Better communication (both from National to Chapters and from Chapters Council to individual chapters)	6
Virtual meetings	5
Make National more aware of constraints/issues faced by local chapters	3
Facilitate collaboration among chapters and between chapters and national	3
National should provide more exposure for chapters	2

10. Conclusion

Although this survey elicited a broad variety of responses, several recurring themes can be identified. Respondents from local chapters are looking for a stronger relationship with ACRL National. This strengthened relationship could be realized in a number of forms, including increased support for programming, improved communication, and promotional support.

Several respondents desire increased support for the activities of local chapters. These respondents indicated a need for increased financial support and/or expanded programming options provided by ACRL National. In particular, a majority of respondents were interested in the possibility of special rates for ACRL's professional development webinars.

The survey also elicited a desire for clearer communication between ACRL National and local chapters. Some respondents felt that ACRL National was not fully aware of the challenges local chapters face; others complain that local chapters are in a state of general disconnectedness from ACRL National. One way to address this need would be to have ACRL National and ACRL Chapters Council collaborate to establish direct contact with key individuals raise awareness of the support available to local chapters.

Several respondents also wanted ACRL National to do more to promote local chapters. Suggestions included offering programming or activities to showcase local chapters at the ACRL National Conference, giving chapters a more prominent presence on the ACRL website, and incorporating a message about local chapters into the registration process for ACRL membership.

This survey also asked about what ACRL Chapters Council could do to facilitate the relationship between ACRL National and local chapters. Although responses were particularly varied for this item, responses cluster around (i) increased effectiveness in advocating to ACRL National on behalf of local chapters and (ii) improving communication and cooperation between local chapters and ACRL National and among local chapters. Given the widespread scarcity of travel funds, there is a strong interest in holding virtual meetings.

In summary, the data provided by respondents to the survey can provide valuable talking points for further discussion. As well, these data can be used to identify areas where more scientific, targeted data-gathering techniques are needed in order to pinpoint further policy changes or actions taken by ACRL National or ACRL Chapters Council to better meet the needs of the chapters they serve and represent.

Appendix A: Survey (please note: text below lacks exact Survey Monkey formatting)

Dear Colleagues:

As you may know, over the past four years, Chapters Council has been petitioning ACRL for an increase in funding to the local chapters from \$1.00 per member. These attempts have proven unsuccessful. During the Chapters Council meeting at Midwinter, ACRL President Joyce Ogburn and Executive Director Mary Ellen Davis suggested that we consider alternative methods of support, including financial reimbursement.

In an effort to solicit your input, a working group of Chapters Council has developed a survey that we are asking you to complete. This survey will collect certain demographic data, along with information on funding requests that your Chapter has submitted over the past five years. The survey also solicits information on the local chapters' satisfaction with the support and services provided by ACRL.

I ask that you take a few moments to complete the survey. The data gathered will be used to support an open discussion during the annual meeting on the Chapters Councils' next steps to advocate for improved funding.

I thank you in advance for your participation in the survey, and for all of the work the local chapters do, and for the support you provide to the profession.

Sincerely, Rickey Best, Chair, ACRL Chapters Council

*Please note that you must provide a response to questions marked with an asterisk.

*1. To which chapter do you belong? (free text)

*2. Have you been an officer for your chapter? (yes/no)

*3. Have you ever been involved with funding decisions (in general) for your chapter? (yes/no)

*5. Has your chapter ever received ACRL funding? (yes/no/not sure)

*6. Has your chapter received ACRL funding in past 5 years? (yes/no/not sure)

7. If your chapter used funding in the past five years, what types of things did you use funding for? (free text)

8. If your chapter DID NOT use funding in the past five years, why not?

Chapter applied for funds, but request was denied

Chapter chose not to apply for funds

Other (please specify)

*9. How would you rate your satisfaction with the following programs/services that ACRL provides to chapters? (For full description of programs, see <http://bit.ly/lm9TNO>)

Rating scale: Very satisfied; Satisfied; Unsatisfied; Aware of this service, but don't use; Not aware of this service

Speakers program (<http://bit.ly/HuITQ4>): [radio buttons for ratings]

Funding: [radio buttons for ratings]

*10. Would your chapter members see a benefit in special chapter rates/access for ACRL webinars? (For description of webinars offered, see <http://bit.ly/HZTcbZ>)

Yes

No

Please explain your answer

*11. Do you think that the current amount of ACRL funding to chapters is adequate? (Current funding is \$1.00 per ACRL member in the chapter area, or \$10 per new member gained through a membership drive)

Yes

No

Please explain your answer

*12. How do you think the ACRL funding application process could be improved? (free text)

*13. Other than funding, what are some things that your chapter values about the relationship with ACRL National? (free text)

*14. What are some things that you feel ACRL National could do to improve the relationship with Chapters? (free text)

*15. What are some things that you feel ACRL Chapters Council could do to facilitate the relationship between ACRL National and Chapters? (free text)

16. Optional: We may have questions about data you've provided. Providing your email address would be helpful to us in case we'd like to follow up. ACRL or ACRL Chapters Council will not distribute or use your email address for any other purpose.

Appendix B: Substantive Comments for Question 11 [Do you think that the current amount of ACRL funding to chapters is adequate? (Current funding is \$1.00 per ACRL member in the chapter area, or \$10 per new member gained through a membership drive)]

App. B.1. Substantive comments for those who answered "No":

1. I pay \$186 per year to belong to ALA/ACRL because I cannot join ACRL without joining ALA. ACRL provides virtually no support (financial or otherwise) or guidance for my Chapter. We're made to be an independent 501(c)3, figure out our own tax status and insurance, organize our own events, and do this all with volunteers. So, what is it the Chapter gets from ACRL other than the use of the name and an occasional speaker? The Chapter actively recruits new ACRL members through outreach to students and at our events but that doesn't count as a membership drive. My question to ACRL would be how does one think that \$1 per member per year is in any way adequate?
2. I receive many more affordable professional development opportunities from my local chapter and I know that most of my colleagues in the region feel the same way. I was shocked to hear that the local chapter only receives \$1 out of what I pay. That is simply not enough to cover all the Chapter does.
3. Not enough to fully support chapter programming needs
4. While ACRL membership fee is reasonable, when piggybacked onto the ALA membership, it is very expensive. To only see a \$1 return is almost insulting. It makes more sense for our members to join our regional Chapter for \$15.
5. The amount is a small portion of our budget and sometimes does not seem worth the paperwork involved, although I haven't been involved with the process directly.
6. Too little money refunded. Should be more.
7. Money is tight on a local level and we offer many programs
8. Understandably - times are tough for both National & Chapters...but even a dollar increase would be beneficial.
9. VLACRL averages \$350.00 in funding from ACRL each year. While the Chapter has been able to offer quality programming using regional speakers, we have found that bringing in national figures (beyond our VA-MD-NC regional area) is cost prohibitive. We have had to rely on our parent organization, the Virginia Library Association, to assist us financially when offering programming that is more expensive.
10. We always struggle to break even at our events; more ACRL funding would give us more cushion for reconciling our chapter's expenses at the end of the year.
11. CARL has a fairly good-sized membership, has recently raised membership dues and works very hard to insure that our programming breaks even. Despite this, we still have a difficult time covering all of our costs/expenses. An increase in the per member amount from ACRL would really help us remain solvent.
12. Reimbursement at the rate of \$1 per member is very low, realizing there is a differential for new members. We are a very active chapter that offers diverse programming throughout the year. While I do not think we have any illusions that ACRL National can cover a lot, it seems the rate could be better.
13. Hard to say...we are in a relatively good situation financially but \$1 doesn't go very far in terms of programming or expenses towards supporting strategic ACRL initiatives
14. \$1.00 per member really covers nothing. Even if received \$200.00, it's a drop in the bucket to fund a one day conference, or workshop.

15. More funding is always good, I'm not sure how many Nebraska C&U members are also ACRL members.
16. The \$1 per member rate has not been increased in years, while other costs and fees have risen -- its long overdue that this should be increased to reflect reality!
17. California is a large state, there are many activities in Southern California but nothing in the Sacramento region.
18. \$1/member is minimal, and it's unlikely many state chapters have more than a couple of hundred members.
19. CARL provides outstanding local programming to its members, but \$1.00 per ACRL member can't amount to more than a few hundred dollars.
20. I think there should be a stronger relationship between the chapters and ACRL and part of it could include stronger funding.
21. small states suffer with this formula
22. It seems that this amount has been in place for quite a few years. Maybe time for a COLA?
23. It is appreciated that ACRL does this, however it is still difficult to fund events for members at the state level when we have such limited funds.
24. The funding isn't really enough to do anything significant with it.
25. Years ago this amount would have been fine, but costs have gone up (as have dues) and \$1.00 per person doesn't go very far. We have to be careful about spending it in order to make sure that we don't go over the amount.
26. For the detailed report required, absolutely NO.
27. We receive the minimum which is not a large amount. More support could be used for additional scholarships or grant funding.
28. I'm not sure how the funding of chapters became something where you have to request the money back. It seems that it would be better to just have rates for chapters or members be lower.
29. NO - WAY! ALA membership is really really high, but to generate upstream membership, WELL, money is important
30. Annual conference costs a lot and we always have to worry about budget issues when inviting speakers
31. A dollar per member doesn't need an explanation
32. \$1.00 per head? adequate? really?
33. Our state has I think a pretty strong membership, so we have a decent amount of funding available to us. Even so it doesn't get you far if you want to use it towards an event.
34. It would be helpful to have a bit more; we try to keep our state membership dues low
35. Postage is rising as are food costs.

App. B. 2. Substantive comments for those who answered "Yes":

1. More would be better but we appreciate anything that we can get to help with programming expense.
2. But there needs to be better efficiency in the records and exchange of money.
3. That's only for our chapter because we have not become effective at utilizing this money.
4. Referring back to question 8, I think the funding ACRL offers is sufficient in our case because our state library association supports ACRL Chapter activities.
5. Well, at this time it is adequate for our chapter. But our chapter is centered in an urban area with a great many college and universities. So we have a strong membership and attendance at programs. I think our chapter is in a stronger financial position than other chapters. We have also had access to funding from LSTA to help with our programming costs. If that funding were to end, we might have to raise our chapter dues and/or increase the cost of our programs. In that case, more funding from ACRL would be very welcomed.

Appendix C: Funding Process Improvement Suggestions (Substantive Comments from Question 12)

1. For one, clearer guidelines and what is appropriate for reimbursement and what is not would help. Perhaps a complete overhaul is in order. If Chapters could submit program proposals and budgets to receive funding commitments in advance, it might lead to more activity and outreach. Can ACRL make grants instead of treating this like an IRS itemized deductions schedule after the fact? Obviously, there needs to be accountability but figuring out what we can submit and wondering if money will come is not ideal.
2. ACRL should provide more funding to local chapters for each member and provide funding for specific events in local chapters
3. I think more funds should be diverted back to chapters and the two should work more closely and cooperate.
4. A per member reimbursement increase in dollar support would help. Clearer reimbursement instructions within the ACRL guidelines would be beneficial as well.
5. There are strict requirements for refunds. I understand that many of them are required by the IRS, the ALA synergy, etc., but the process should be streamlined. Our Chapter leadership (all volunteers as you know) is already burdened with many responsibilities. This additional process which I myself went through as President several years ago, comes at a very busy time for academic librarians, including the turnover of leadership that happens at the same time. While not able to offer concrete suggestions at this time (graduation day is Saturday), I'd be willing to work with others to help streamline the process, if possible.
6. Simply process. Automate it if possible.
7. VLACRL has applied for the Speaker's Program, as well as the annual funding. It is unclear what ACRL does with the information each Chapter provides when we 'apply for funding' each year through filling out the Strategic Plan Survey. It would also be helpful to know what funding options are available.
8. Part of the problem is lack of clarity on how the funds can be used. At the current rate, it's not very much money, and the restrictions involved may make some chapters decide that it's not worth the hassle of sending in the application. Suggestions on how a chapter may spend the money could help.
9. Publicize it more
10. Make it more transparent and easier to request reimbursement.
11. It would be helpful if there was a way to request funding for a future program rather than requesting reimbursement for a program that has already taken place. It is difficult to plan on a bet that you will receive funding later.
12. Make it easier and more clear. We now work with a non-profit management company so there are many layers to invoicing and it was difficult to send the proper documentation to the ACRL office.
13. Think about it. You don't have to belong to ACRL national to belong to the local group. Our dues are 10.00 less for those who belong to national, but we make 9.00 more for every member who does not belong to national. There is really not much incentive for our members to joining national, unless they plan on attending the conference every two years. Even then if their institution pays for the conference, they don't care if they get a discounted rate or not. ACRL national have to give the chapters more for their money.
14. More awareness of support.
15. Review and reconsider the criteria which Chapters can seek ACRL funding for -- currently, it seems rather restrictive.
16. Inform more members about the funding application process.

17. Increase the funding
18. More awareness.
19. I would like to see it more like the Sections where there is a pot of money that an application can be made for for projects or programming.
20. It should be automatic
21. Better efficiency in the records at ALA and an exchange of money from ACRL to the chapter before an event, rather than after, ideally.
22. I think there is confusion about how the funds can be used, but I am basing this on my experience in another chapter some years ago. Maybe providing a list of examples of things that are okay and not okay would be helpful. The examples listed in the last Topics issue were helpful to me.
23. Higher base funding per member, more applicable services for the funding.
24. Be in line with the HEPI and have a periodic review (every 3-5 years) of the process; look at how Chapters can use the funding in more creative and effective ways; more incentives for Chapters.
25. We were told that we could only use ACRL Speaker's Bureau Funding every 4 years. Therefore, since we used it last year, for the next 3 years we will have to fund our conference speaker on our own. This is a difficult expectation!
26. It would be nice if it could at least cover honorariums for speakers.
27. Move it online.
28. Email reminders to chapter's before annual deadlines for funding applications with links to the forms.
29. Awards for Chapters in respect to categories: most new members; most articles published by members; best collaborative project
30. More information or promotion of what money is available and when you can apply for that money.
31. We haven't tried it yet so it's hard to say - it might be helpful to be "mentored" by a Chapter the is successful at leveraging these funds
32. I think we could save money by not having a funding process and yet have rates for chapters and members be lower.
33. Receipts can be hard to come by, but copies of webpages of the information for an event or for scholarships given could serve the purpose of receipts
34. Increase funding
35. Make the application form in interactive pdf format to allow completing the form online
36. If ACRL were not a part of ALA, the organization could be more cost-effective, could attract more members, and focus more on academic libraries and librarians.
37. Seems relatively straightforward. We check to make sure what we'd like to do with it is OK and then submit for reimbursement.
38. I don't think there's anything wrong with the process.

Appendix D: Other ACRL National Benefits Valued by Chapters (Substantive Comments from Question 13)

1. The relationship is strained at best. It doesn't feel like a partnership nor does Chapters Council seem like a very effective vehicle for reaching ACRL's leadership to make Chapters heard. Other than being affiliated in name, there isn't a lot.
2. Being part of a nationally recognized and respected organization.
3. The brand.
4. The ability to network and the programming at national conferences is very good.
5. Speaking only for myself, I value the opportunity to have the President and others from National come speak and to get a sense of what we're doing in the New England Chapter. I do think the relationship (other than the speakers bureau) is one way, if you're not on Chapters Council. In other words, while National wants the Chapters to promote membership and programs, it is unclear how National relates to the Chapters and our value to National.
6. Name/branding association. Speakers program.
7. Honestly - the value of National is rather low...because many members feel National places a low value on Chapters.
8. Making connections with ACRL on a local level via programs and networking and promoting academic libraries and their values.
9. Membership benefits, professional development opportunities, networking
10. Information sharing with other chapters.
11. Speaker's program; being the local chapter of ACRL gives us more clout with potential members than just being the academic libraries division of our state organization; we haven't fully tapped the potential offered by ACRL's Chapters Council.
12. Peer-reviewed/scholarly environment and culture
13. We certainly value being a state chapter of ACRL and the relationship strengthens our credibility with and commitment by our members.
14. Think much of what I write below speaks directly to the importance of communication and context. Think a lot could be done to improve this
15. 1-Communication about national issues. 2-Connection with broader academic library community.
16. Not sure, since this is my first year as an officer, but we had the national president speak at our conference two years ago. That brought up attendance.
17. Brand recognition.
18. It is valued enough so that membership rates for the chapter are lower for those who are members of ACRL. I have never joined CARL without having ACRL membership.
19. As a chapter, we value ACRL's advocacy role, scholarly opportunities, scholarships and guidelines.
20. Communications and having a well-known name represent college and university libraries.
21. Our chapter looks to ACRL National for the establishment of standards in a number of areas (information literacy, collections, distance learning support, etc.).
22. Interesting topics of discussion
23. Name recognition. The opportunity to be represented on the Chapter's Council.
24. It is always good to be part of a national entity.
25. Being part of a national organization

26. We appreciate the legislative materials to help us inform our membership of legislation in higher education.
27. Availability of speakers and webinars
28. Our chapter does not have much of a relationship with ACRL National
29. The ACRL conference and continuing ed opportunities.
30. It gives state members a way to be involved with ACRL National without the expense of travel. I also think it gives the state org more cache to be officially linked to ACRL. Having the larger org for advocacy issues is also valuable.
31. Access to professional development, conference attendance
32. Connection/communication; advocacy and new trends
33. The newsletter is good and the conference is outstanding
34. Honestly, National doesn't do much for us.
35. ACRL is an important organization for North American academic libraries. The chapter, by itself, would be far too small to mount any significant programs or initiatives. Tying in with the parent organization helps the local chapters.
36. Resources and professional development
37. Programming, though it can get pricey.
38. The fact it is a recognized organization.
39. Connection to the profession, related to that - the national structure means there are chapters in nearby states we can collaborate with when appropriate. Advocacy at the national level. Integrating ACRL speakers into local conferences is particularly valuable to those members who cannot attend ACRL national.
40. Strategic planning, resources for professional development.
41. Chapter's council, Megan Griffin's expertise, Chapter's listserv, having Lori Goestch visit us, free publications
42. National Speakers E-Learning Virtual Institutes and Conferences Research and White Papers Network of knowledgeable people for assistance in situations you have not encountered
43. We really receive nothing from ACRL National. There are no scholarships for our members to attend ACRL.
44. Provides a specific forum or scope for focus of the group
45. I don't feel that there is a strong connection between the two entities.
46. Opportunities for continuing education like webinars and also for speakers who share expertise in a wide variety of topics that are useful for librarians' and staff members' professional development.
47. Learning about what is going on with the other chapters
48. If ACRL were not a part of ALA, the organization could be more cost-effective, could attract more members, and focus more on academic libraries and librarians
49. Programs/webinars/trainings
50. I have to say that our chapter has been acting very independently from ACRL National. We regularly send a representative to the Chapters' Council meetings and we have occasionally used the speaker's program, but other than that we do our own thing. I think the fact that we really only see National as a source of funding says something (not too good) about that relationship.
51. Information about national issues
52. Great way to get ideas and info from people and stay connected to what's happening in ACRL nationally.
53. Publications, webinars, road shows
54. Leadership on important issues
55. Some small support

Appendix E: Suggested Improvements to Relationship Between National and Chapters (Substantive Comments from Question 14)

1. Better funding, better access to leadership, authentic conversations, and some practical help in navigating issues that Chapters have to face.
2. Place information about local chapters more prominently on the ACRL website. Have programming at ACRL where local chapters can discuss events they have planned.
3. Provide better funding back to the chapters, more help by allowing chapters to piggy back on technology such as payment systems, registration systems, membership database system, virtual conference and meeting support, etc.
4. More transparency in governance.
5. Let's start with the Chapters' meeting at Annual. I've attended two. They were badly run, and were scheduled for the convenience of the President and Director. We stopped our meeting when they were available to show up. That's just rude and shows a complete disrespect for those members who showed up at 8AM in case the "leaders" could get there. So, basically, show some respect. It's probably completely unrealistic, but having the Director make the rounds of Chapter conferences as a regular part of her/his responsibilities would be nice. It would show a real interest in the variety of ways Chapters run. So, more outreach. I'd probably have more thoughtful answers if I had time to consider.
6. Provide more direct support for programming and promotional materials. Optional access to virtual conference technology and other technical support. Provide more venues for discussion/collaboration between chapters.
7. Well, for one - I attended the 2011 conference in Phillie and - to my dismay - I saw nothing celebrating the Chapters, no inducement to join the Chapters, to learn about them. It was all about National. But...I would think that the development path would be that people join a regional Chapter...and THEN gravitate towards National. The regions should be high-lighted...it should never be taken for granted that new members of ACRL know about their local Chapter and its SIGs. Gee - I think that's 25 cents worth.
8. Funding, free programs both online and face-to-face, and improved communication between ACRL and the chapters, including something like a best practices blog where chapters can learn from each other by sharing creative solutions for managing program related costs.
9. Possible regional platforms for chapters to collaborate with each other on various issues and concerns
10. More interaction with the ACRL Membership Committee in terms of how to recruit new members at the chapter level.
11. Expand the speakers program to include more than just ACRL officers (though the officers are terrific!). Co-sponsorship of local programs every so often. Webinar idea is worth exploring. Do chapters do much at the ACRL Conference? Chapters trivia tournament? For those chapters that are part of the state library organization, consider establishing relationships with the executive director of the umbrella organization. Chapter officers cycle through the ranks so quickly, but ACRL could form a more stable relationship with an executive director (or equivalent).
12. First, there appears to be no or minimal "orientation" to introduce newly elected chapter officials to ACRL National processes/policies. Yes, the other local officers help; however, emails sent are devoid of context.

The other is to make processes and timelines more obvious/transparent. It would go a long way toward feeling more connected.

13. I am such a passive member of both CARL and ACRL at this point in my career having retired 12/31/11 but currently maintaining membership in both.
14. Give the chapter officers a huge discount to go to ACRL national so they can meet with other officers.
15. As new chair of C&U Committee, it would be nice to know how my section fits in ACRL, having a contact person to talk to & ask questions of would be nice.
16. Certainly, ACRL National could take a more supportive stance to bolster chapters by increasing its per member reimbursement rate -- by not doing so, its sending a clear message that it doesn't have much use for its chapters!
17. Better ACRL publicity about the relationship with chapters.
18. Have smaller local conferences
19. Come to regional meetings more often to meet the local members who cannot travel to national events.
20. Give state chapters the option of utilizing ACRL's web conferencing software to host local meetings and webinars. This might also facilitate partnerships/collaborations among state chapters, and between state chapters and national.
21. Chapter sponsored programming at ACRL National? This may be happening now but I'm unaware of it.
22. I do not see power of the chapters council unlike that of the sections council. I would like to see a forum that allows chapters to provide input into strategic planning and programming that can be pushed out to the chapters to use.
23. Provide speakers to our Conferences. I hear that the current ACRL President will be speaking at our fall conference! That's great!
24. Provide more professional development directly to the chapters
25. Website is hard to navigate. It should be made simpler to find information (especially about funding).
26. Perhaps participate in the ALA pre-conferences for ALA Chapter Leaders.
27. Does ACRL National actively promote the state chapters by encouraging its members to participate in their local chapters? If so, I'm not aware of it. In fact, it came as a surprise to me some years back when (in another state) I learned that the state academic division was a chapter of the national org. I liked some of the ideas that were discussed at the last Chapters' Council meeting -- blog, candidates booth, video of speeches and especially having different chapters contribute news and other info to a blog.
28. Discounted PD, outreach activities. improve the chapter annual reporting process
29. More communication/relationships--programs, etc.
30. It is difficult for chapter reps to always attend Midwinter or ALA summer conferences, so having an annual webinar meeting for chairs from each chapter would be a nice way to meet and discuss issues.
31. I think allowing the chapters to provide webinars to our members at a discount would be a great marketing tool for both organizations.
32. Can't really comment on that. I don't know much about the existing relationship.
33. Make us more aware of services, provide programming--webinars for those of use in the hinterlands
34. Communications. I didn't realize there were chapters until I became involved in the state association.
35. Collect membership fees for local chapters; we are not set up to accept credit card payments and our members don't always remember when their membership is due.

36. Something it can't really do--become its own organization and separating from ALA. It needs to back its chapters in giving the message that this is the primary organization in the nation for academic libraries and academic librarians. We have to compete all the time with Louisiana Libraries Association's Academic Section. It is ridiculous. And it kills the chapter's chance to hold a conference.
37. Chapters council is maybe not the best way to push information to the chapters. At this point with funding being slashed the only members we have that go to the conference are usually overbooked when they are there, and it can be hard to find someone to attend that meeting. Since the majority of activity there is information flow, surely that could be handled another way? If ACRL needs input from the chapters focus groups or surveys could fill that gap.
38. I think that standalone Chapters are in a unique position since we are not tied to our state organizations yet that can make us more vulnerable. Having more direct support from National and other Chapters in our position (in a word, small) would be helpful.
39. Maintain Continuing Education Opportunities Enhance E-Learning opportunities Maintain the ability for national speakers to come to chapter conferences Develop resources for advocacy for academic librarians besides ROI
40. Be visible!
41. Improve visibility of leadership of ACRL national to local groups
42. Co-sponsoring professional development programs, especially events that involve funding, to be held locally
43. I think we professionals in my state are the ones who need to work to improve the relationship. I will confer with colleagues about emphasizing continuity as chapter officers cycle through their posts. E.g., in our state the position of ACRL Chapter Chair is also known as the chair of the ACRL Round Table and typically the vice-chair becomes chair. Thus, if every chair commits to learn from ACRL about options and support for the chapter, then they could convey this info to the vice-chair, who can do the same in the following year.
44. If ACRL were not a part of ALA, the organization could be more cost-effective, could attract more members, and focus more on academic libraries and librarians
45. Provide more funding
46. A particular service that we have discussed at our board meetings that would be extremely helpful to the chapter is if National would make it possible for people to join and pay for chapter membership when they renew their ALA/ACRL membership. We think we would even get more members that way, because it would be so easy for people to join and renew.
47. I think it's a pretty good relationship, mainly because Megan Griffin is so awesomely efficient, helpful and communicative.
48. Increase funding a bit. Our state memberships are tied to the state library organization (similar to ALA and ACRL) and dues are really expensive for people, so we try to keep ours down as much as possible.
49. I really like the idea of ACRL providing discounts to chapter members for events or webinars.

Appendix F: Suggestions for ACRL Chapters Council to Facilitate the Relationship Between ACRL National and Chapters (Substantive Comments from Question 15)

1. Bring ACRL National leaders to local meetings and events. The power dynamic and structure of ACRL's relationship to Chapters Council seems to be a one way communication from the leadership to Chapters. Without a groundswell, how do you change this? Work towards collaboration.
2. Make the meetings more inclusive and open. Perhaps broadcast the meetings to members.
3. Make ACRL National more aware of the fiscal restraints confronting many local chapters.
4. Chapters Council needs strong leadership. Is there a way to foster this? As I said, I've been to two meetings, and they were pitifully led. Again, I'd like some time to contemplate concrete ways to do this. I think it's useful, but if you're running a Chapter with a full-time job, there's only so much energy left to consider these larger issues.
5. Funding; sponsorships; webinars; training;
6. More exposure at the Conference. The Chapters exist - why treat them as if they don't. 2. I don't see any mention of the REGIONAL Chapters on the Web site. Maybe there is...but it sure is hidden. Why hide them away? Place them under Chapters OR Get Involved OR Membership. Yes - you want people to get involved with National...but make it easy for them to get involved with their local Chapter. 3. Raise that allocation. \$2. \$3 4. I want to note that Chapter Topics is a terrific tool for Chapters to see how each other are doing. Gotta deflate my rant a bit. Besides...I could be talking out of my hat...
7. I don't think it is clear to Chapters what the options are (if any) to receive additional funding. An annual email from the Chapters Council reminding new officers what the options are could be helpful. At the moment, it seems like each chapter is somewhat independent regarding programming, funding, etc. We complete a number of surveys each year, but we don't receive feedback from the Chapters Council. VLACRL is at a distinct advantage since our organization falls under the Virginia Library Organization. VLA assists us if we have any financial shortfalls.
8. More communication on various issues and ideas
9. Hold virtual chapters council meetings.
10. This survey is a great start. Tell everyone how great our ACRL Chapters staff liaison is -- she's always been super-helpful to us, but I'm not sure that everyone knows how she can help.
11. Not familiar enough with this to comment - that might be a problem in and of itself.
12. I don't attend ALA's so I have been to these meetings. Can the meetings be held virtually? Can there be other virtual options for sharing what other chapters are doing?
13. Find a way to turn on the passive members such as myself which would be events which require less travel or are online.
14. Online leadership informational webinars
15. More personal contact, not just listservs and websites.
16. Would like Chapters Council to take to National the top 2 to 3 concerns each year of the chapters to attempt to effect real change in the support of chapter activities and priorities.
17. Advertise sharing of joint programs, resources, etc.
18. Have the chapter council members go to local chapter meetings.
19. Continue to serve as advocates for state chapters by submitting proposals to national. Ensure national decisions impacting chapters are shared at the state level.

20. More emphasis on the ACRL in position with CARL.
21. Our representative for Chapters council is very good about telling us what is going on. I do not see much from ACRL National that communicates the value of chapters to the membership.
22. Officers should regularly attend chapter meetings or National should have more states represented in its governance
23. Better communication about what ACRL has to offer.
24. Improve efficiency in the recordkeeping and exchange of money for state chapter programs.
25. Improve the reporting process, provide leadership opportunities, provide communication
26. Co-sponsor events; more SLIS student involvement, recruitment
27. Providing more guidance and support to develop future leaders. Facilitating joint membership.
28. Discuss and generate active programming, sharing ideas and perhaps working together regionally.
29. Market clearly--Again, this is the primary organization for academic libraries and librarians. Not even library directors/deans get this.
30. You have some great tools now with the Chapter Topics and the listserv and I appreciate your trying other avenues.
31. Send in ideas that work for conferences and continuing education Contribute to Chapters Council Newsletter
32. I have no idea - I have no idea why ACRL chapters council exists
33. Bump up local issues -- awareness of these issues
34. Invite ACRL National to co-sponsor professional development programs
35. Communication, which of course is key to all of these relationships. Perhaps more chapters council activities at ACRL national conferences would help raise awareness among ACRL members about the fact that chapters exist, also help librarians get ideas based on what other have done in regard to continuing ed., professional development, outreach to libraries in the chapter's geographic territory, etc.
36. If ACRL were not a part of ALA, the organization could be more cost-effective, could attract more members, and focus more on academic libraries and librarians
37. Routine reports of current financial stands ...
38. Perhaps emphasize to National how much value that chapters can bring. I know that librarians who cannot afford to go to the national conference really value that our chapter provides local, affordable programming for professional development. Our full-day programs are usually around the same price or cheaper than attending a 1-2 hour webinar, plus allow for networking.
39. Not sure. Seems to work pretty well.
40. We have a really good ACRL liaison who does a good job keeping us informed.
41. More online meetings