



Association of College and Research Libraries

Fall Executive Committee Virtual Meeting

November 9, 2021

1:00–3:00 p.m. Central

[Zoom Login](#)

Agenda

Time	Item (Document number follows topic and presenter)
1:00 p.m.	1.0 Call to order (Garrison)
1:00–1:03 p.m.	2.0 Opening remarks/review of ground rules/items for New Business (Garrison)
1:03–1:05 p.m. Action	3.0 Adoption of the agenda (Garrison)
1:05–1:06 Action	4.0 Consent Agenda (Garrison) [In order to allocate more Board time to the matters of highest priority, it is recommended that we develop a consent agenda for more routine matters on which there is little perceived need for debate or on which more meaningful debate will take place in other forums and need not be repeated in The Executive Committee's discussions. We will act on these items as a group. Any item may be removed from the consent agenda if any member of The Executive Committee of Directors requests separate consideration of the item. Any separate agenda item can be suggested for inclusion in the consent agenda.] <ol style="list-style-type: none"> 1. Dissolution of Media Resources Discussion Group #2.0 2. LES Framework Companion Document #2.1, #2.1a, #2.1b 3. Section Membership Committee Charge #2.2

Time	Item (Document number follows topic and presenter)
1:06–1:15 p.m. Information	5.0 Officer Reports In the interest of time, the officers will entertain questions about their written reports. <ul style="list-style-type: none"> • President’s report (Garrison) #1.1 • President-elect’s report (Ellis) #1.2 • Past President’s report (Cawthorne) • Councilor’s update (Bryant) #1.4 • Executive Director’s Plan for Excellence Activities Report (Malone) #1.5, #1.6
1:15–1:20 p.m. Information	6.0 Strategic Priorities Working Group Update (Jon Cawthorne) The Executive Committee will receive a brief update from the Strategic Priorities working Group regarding ACRL’s three short-term priorities: Equity, Diversity, and Inclusion; Communication and engagement; and Membership.
1:20–1:55 p.m.	7.0 ACRL Budget
1:20–1:25 p.m. Information	<ul style="list-style-type: none"> • 7.1 FY20, FY21 & FY22 Reporting Update (Allen) #4.0, #4.1 The Executive Committee will receive an update on plans for the combined FY20 & FY21 Annual Financial Report, as well as a status update on delayed financial reports for FY21 & FY22.
1:25–1:40 p.m. Discussion/Action	<ul style="list-style-type: none"> • 7.2 FY23 Budget Assumptions (Allen/Garrison) #5.0 The Executive Committee will discuss and take action on the ACRL Budget & Finance Committee’s recommendation regarding ACRL’s and CHOICE’s assumptions, which will inform the development of the FY23 budget.
1:40–1:55 p.m. Information	<ul style="list-style-type: none"> • 7.3 Joint Board B&F EDI Working Group Update (Allen) The Executive Committee will receive the final report from the joint working group that reviewed ACRL finances with an equitable lens. Allen will share recommendations based on the working group’s findings. The Executive Committee will hold a preliminary discussion and will discuss with the full Board in January 2022.
1:55–2:05 p.m.	Break

Time	Item (Document number follows topic and presenter)
2:05–2:15 p.m. Discussion/Action	8.0 Free Memberships for BIPOC (Maisha Carey, Je Salvador, Mary Beth Lock) #8.0, #8.1, #8.2, #9.0 The Executive Committee will review and take action on a request from the ACRL Equity, Diversity and Inclusion Committee for ACRL regarding a second year of free ALA/ACRL memberships for BIPOC library workers.
2:15–2:25 p.m. Discussion	9.0 WOC + LIB Statement (Maisha Carey, Je Salvador, Mary Beth Lock) #11.0 The Executive Committee will discuss WOC + LIB's, " Statement Against White Appropriation of Black, Indigenous, and People of Color's Labor " and potential recommendations for ACRL and ALA.
2:25–2:40 p.m. Discussion	10.0 Leadership Council (Garrison) #6.0, #7.0 The Executive Committee will review past feedback/agendas and decide if ACRL should hold a virtual Leadership Council in 2022, and if an event should coincide with the virtual 2022 ALA LibLearnX.
2:40–2:55 p.m. Discussion	11.0 EDI & Board Recruitment and Composition (Garrison) #10.0 The Executive Committee will discuss ways to increase diversity for Board recruitment and nomination. The Executive Committee will also discuss if the Board composition should change in the ACRL Bylaws.
2:55–3:00 p.m.	12.0 New Business (Garrison)
3:00 p.m.	13.0 Adjourn (Garrison)

Upcoming Board Meetings

- [ACRL Board Update](#) - January 25, 2022, from 10:00 AM to 11:00 AM (CT)
- [ACRL Board I](#) - January 27, 2022, from 11:00 AM to 01:00 PM (CT)
- [ACRL Board II](#) - January 28, 2022, from 01:00 PM to 04:00 PM (CT)
- Joint ACRL Board/Budget & Finance Committee Meeting: - February 1, 2022, from 10:00 AM to 12:00 PM (CT)
- [ACRL Spring Board Virtual Meeting](#) - April 6, 2022, from 12:00 PM to 02:00 PM (CT)

ACRL Board Ground Rules

Approved Fall Board Meeting, November 18, 2019.

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

Make knowledge-based decisions using these four questions:

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision?*
2. What do we know about the current realities and evolving dynamics of our members' marketplace/industry/profession that is relevant to this decision?*
3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?*
4. What are the ethical implications of this decision?

*What do you wish that you knew, but don't?

ACRL Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

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

1. Purpose

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

2. Guidelines

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

- a. use their personal social media accounts to share Board information;

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

3. Responsibilities

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

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

Document Inventory: ACRL Fall Executive Committee Virtual Meeting

Each document is bookmarked within the PDF for easier navigation. The meeting agenda includes document numbers if there are accompanying documents for an agenda item.

Document Inventory Key

Black = Included in Packet

Red = Pending Documents

Blue = New Documents

Doc #	Document Title
Doc 1.1	President's Report
Doc 1.2	President-Elect's Report
Doc 1.4	Councilor's Report
Doc 1.5	Executive Director's Plan for Excellence Activities Report
Doc 1.6	Enabling Programs and Services: Key Performance Indicators (KPIs)
Doc 2.0	Board action form: Dissolution of ACRL Media Resources Discussion Group
Doc 2.1	Board action form: LES Framework Companion Document
Doc 2.1a	LES Companion Document to the ACRL Framework for Information Literacy
Doc 2.1b	Transmittal Form
Doc 2.2	Board action form: Section Membership Committee Charge
Doc 4.0	ACRL FY21 Q3 Memo
Doc 4.1	ACRL FY21 Q3 Report
Doc 5.0	FY23 Budget Assumptions: ACRL & Choice
Doc 6.0	May 2021 Leadership Council Evaluation Responses
Doc 7.0	Past Leadership Council Agendas
Doc 8.0	Board action form: Memberships for BIPOC library workers
Doc 8.1	Draft application
Doc 8.2	Draft screening rubric
Doc 9.0	2021 ACRL EDI Committee Report on BIPOC Memberships
Doc 10.0	Board discussion form: Board Diversity
Doc 11.0	Board discussion form: WOC + LIB Statement

FYI #	Document Title
FYI-1	Task Force Status Chart
FYI-2	Board Working Group Status Chart
FYI-3	ACRL Candidates for 2022 Election
FYI-4	Board Liaison Assignments 2021–2022
FYI-5	Joint Board/Budget & Finance Committee Annual 2021 Minutes
FYI-6	2020-2021 Committee Reports and 2021-2022 Work Plans
FYI-7	Annual 2021 Committee Meeting Minutes

FYI #	Document Title
FYI-8	APSA Liaisons Report
FYI-9	Operating Agreement Work Group Update
FYI-10	ACRL Representatives Report: COLA Report June 2021
FYI-11	Plan for Excellence Implementation Reports FY21 – by goal area
FYI-12	Plan for Excellence Implementation Reports FY21 – by unit

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: President

Name: Julie Garrison

Report period: July 1 – October 30, 2021

Date submitted: October 15, 2021

Strategic priority activities

- Worked with ACRL 2022 President's Program Committee to determine a direction and title for the program.
- Met with ACRL 2023 Conference Chair, ACRL Manager, Professional Development and previous Chair of Colleagues to discuss ACRL 2023 plan for fundraising.
- Developing Appointments Transparency Report to convey process and outcome of 2021-22 committee appointments cycle.
- Assisted in preparation of Board Orientation and Fall Executive Committee meeting agendas.

Ambassador activities

- Attended ACRL Chapters Council Meeting on July 7.
- Attended ARL Virtual Conference.

Association service

- Served on ACRL Executive Director search panel – participated in recruitment, application review, interviews, and hiring recommendation to Tracie Hall.
- Participated in joint ACRL & Choice FY22 Board/Budget & Finance meeting.
- Traveled to Chicago for face-to-face meeting with new Executive Director, Jay Malone, Kara Malenfant, Tracie Hall, and other ACRL staff.
- Participated in ACRL Interim Executive Director evaluation.
- Attended ACRL Presidents Calls most Fridays.
- Confirmed additional committee appointments as needed.
- Completed FY21 Vice President Annual Report.
- Made thank you calls to ACRL donors.

Press coverage

- ACRL Insider press release announcing new C&RL editor, Kristen Totleben:
<https://acrl.ala.org/acrlinsider/kristen-totleben-appointed-college-research-libraries-editor/>
- Press release announcing Jay Malone's appointment as ACRL Executive Director:
<https://www.ala.org/news/press-releases/2021/09/robert-jay-malone-named-executive-director-acrl>

Upcoming scheduled activities

- ACRL Board Orientation II, November 1, 2021, 11:00 am – 1:00 pm ET
- ACRL Fall Executive Board Meeting, November 9, 2021, 1:30 – 4:30 pm ET
- ACRL Budget & Finance Orientation, November 10, 2021, 10:00 – 11:00 am ET
- ACRL Get Involved Webinar, December 2, 2021, 12:00 – 1:00 pm ET
- CNI virtual conference, December 7-8, 2021
- CNI conference, Washington DC, December 13-14, 2021
- ASAE CEO Symposium, Ft. Myers, FL, January 10-11, 2022
- ACRL Board Update, January 25, 2022, 11:00 -12:00 pm ET
- ACRL Board I, January 27, 2022, 12:00 – 2:00 pm ET
- ACRL Board II, January 28, 2:00 – 5:00 pm ET
- ACRL Spring Board, Virtual Meeting, April 6, 1:00 – 3:00 pm ET

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: Vice-President/President-Elect

Name: Erin L. Ellis

Report period: July-October 2021

Date submitted: Oct. 29, 2021

Strategic priority activities

- Made appointments to ACRL LRNC and the Appointments Committee
- With the ACRL Executive Committee, contributed to the preparation of a Board discussion document on EDI and Board recruitment and composition

Ambassador activities

- ALA Committee on Appointments – working with Presidents from across ALA Divisions to make ALA committee appointment recommendations
- Met with chair and vice-chair of LRNC to brainstorm recruitment strategies
- Met with chair of Appointments twice to discuss priorities for the process and strategies for raising awareness of volunteer opportunities with several communities (e.g., the BIPOC membership recipients)
- Talked with a group of staff at the University of Kansas Libraries about ACRL resources, current activities, and strategic goals, Sept. 17, 2021

Association service

- ACRL Presidents' Calls, most Fridays
- Participated in ACRL Executive Director candidate presentations and provided feedback
- Reviewed and revised language for the Call for Volunteers that will be distributed on ACRL marketing channels and in *C&RL News* in December
- Attended ACRL Board Orientation I and ACRL & Choice FY22 Joint Board/B&F meetings
- Attended ALA meetings – joint BARC & Finance & Assembly Committee meeting, ALA Executive Board Meetings, Committee on Appointments orientation

Upcoming scheduled activities

- ACRL Board Orientation II, Nov. 1, 2021
- ACRL FY23 Budget Assumptions meeting, Nov. 2, 2021

ACRL FE21 Doc 1.2

- ACRL Fall Executive Committee meeting, Nov. 9, 2021
- ACRL Budget & Finance Orientation, Nov. 10, 2021
- ALA Library Learning Exchange virtual conference, January 2022
- ACRL Board I, Jan. 27, 2022
- ACRL Board II, Jan. 28, 2022
- Meetings with Goal-Area Committee Chairs - TBD

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: ACRL Division Councilor

Name: Jacquelyn A. Bryant

Report period: June - October 2021

Date submitted: October 22, 2021

Strategic priority activities

- ACRL Board Working Group Meeting (August)
- Participated in Board discussions/votes as needed

Association service

- ALA Virtual Annual Conference (June/July)
 - ALA Council Meetings/Fora
 - ACRL Board Meetings I & II
- ACRL Board Orientation (August)
- ALA Council Orientation Committee Meeting (September)
- ACRL Government Relations Committee Meeting (September)
- ACRL Professional Values Committee Meeting (October)
- Thank You call to ACRL member donor (October)

Upcoming scheduled activities

- ACRL Board Update (November 1st)
- ACRL Board Executive Committee Meeting (November 9th)
- ACRL Board Meeting (November 9th)
- ALA LLX Conference (January 2022)
- ACRL Board of Directors Meetings @ ALA Annual Conference

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>



Plan for Excellence Quarterly Activity Report (PEAR) Report Period: June 1, 2021 - October 22, 2021

This is the fourth-quarter report of a cumulative report for FY2021. Data format:

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

Strategic Goal Areas

Value of Academic Libraries

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

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

- The VAL committee released the report "COVID Protocols Used by Academic Libraries in Canada and the United States" based on survey results from 154 institutions over a four-week period in early 2021. On August 9, 2021, the VAL subcommittee presented a discussion forum and the recording is available on ACRL's YouTube channel.
- *The VAL Committee launched the Learning Analytics Toolkit, with ongoing updates and revisions underway.*

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

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

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

- Project Outcome (PO) for Academic Libraries has 3,915 users as of October 21, 2021. To date, 666 academic libraries have created surveys and collected 87,376 responses.
 - In advance of sending a presenter to the [Sharjah International Library Conference](#) to discuss PO, all surveys in the toolkit have been translated into Arabic.
 - Co-hosted first sponsored “[Project Outcome 101](#)” webinar with PLA. 998 people registered and 362 attended the live session. Total sponsorship was \$5,000, with \$2,500 going to ACRL.
 - Hosted two paid one-hour private trainings for institutions interested in using the toolkit. Total revenue was \$600 for both webinars.
 - Partnered with the ALA Public Policy Office to develop Project Outcome training resources for Libraries Transform grant recipients, who are encouraged to use the toolkit to evaluate their programs.

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

- The VAL Spotlight Series: Practices of Equity & Social Justice continued to explore the question, "What does it mean to integrate equity and social justice into our practice and assessment in libraries?" with profile posts in the ACRLInsider blog on June 16, July 21, August 18, and September 15.
- *In early 2021, the VAL Committee launched its [Equity & Social Justice Spotlight Series](#) on ACRL Insider with profiles of librarians discussing what it means to integrate equity and social justice into our practice and assessment, as well as how they are working toward that goal. The committee continues collecting profiles.*

Student Learning

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

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

- The ACRL Framework Sandbox, an openly accessible platform and repository for librarians and their educational partners to discover, share, collect and use ongoing work related to the ACRL Framework in practice and professional development, was visited more than 78,000 times this year. The Sandbox now provides access to 294 resources, including more than 70 resources that

were added or revised this year. The online version of the Framework itself has been accessed more than 90,000 times this year. *The ACRL Framework Sandbox* received 57,493 total page views from September 1, 2020 – May 11, 2021. The Sandbox now provides access to 272 resources. 49 resources were added since September 1, 2020 and 87 new contributor accounts were added during the same time period. The three most popular resources to date (based on download counts) are: (1) *Research Question Generator* (downloaded 11,356 times); (2) *The Blueprint for Hip Hop Information Literacy* (downloaded 4,842 times); (3) *Teaching Information Literacy Threshold Concepts: Determining the Relevance and Reliability of Information Sources* (downloaded 2,945 times).

- VAL/SLILC co-sponsored an ALA Annual Conference session, "A Critical Conversation about Assessment of Student Learning in Academic Libraries," in June 2021.
- SLILC sponsored an online forum, May 25, 2021, titled "Open Educational Practices Showcase."
- With leadership from the Student Learning and Information Literacy Committee's Publications Team additional articles have been published for the C&RL News column, "Perspectives on the Framework."
- SLILC hosted a 2021 Midwinter Discussion Forum on Feb. 10, 2021, "Ask the Room: Open and Inclusive Pedagogies from and Beyond Your Living Room."
- SLILC is working with presenter teams for [Engaging with the Framework](#) and [Scholarship of Teaching and Learning](#) to continue integration of EDI content into the curriculum, as well as to consider the feasibility of creating a new Roadshow for inclusive teaching practices.
- SLILC is soliciting a call for proposals for the ACRL New Publications Advisory Board-approved book proposal for [Equitable & Inclusive Pedagogy](#).

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

- The National Survey of Student Engagement (NSSE) information Literacy Module Review Task Force will have a first draft of new questions to NSSE by February 1, 2022. *They conducted a focus group in April 2021 and discussed the facilitator's report on May 7, 2021. The Task Force also met with Ashley Findley, AAC&U Vice President of Research and Senior Advisor to the President, on May 24, 2021 and discussed plans for revising the existing IL rubric. This complements a conversation Interim ED Malenfant had in May 10 with Kate McConnell AAC&U's Vice President for Curricular and Pedagogical Innovation and Executive Director of VALUE. AAC&U is beginning to look for interested partners to work on revision and for funding sources.*
- *The National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force is making good progress on developing a conceptual framework as a basis for improving the IL module. One of their initial recommendations is that Project Outcome be further developed to allow users to tag assessments as high-impact practices (HIPs).*

Research and Scholarly Environment

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

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

- In July, ACRL published *Stories of Open: Opening Peer Review through Narrative Inquiry* by Emily Ford, book number 76 in ACRL's Publications in Librarianship series, which examines the methods and processes of peer review as well as the stories of those who have been through it. *Stories of Open* is the first book to go through the Publications in Librarianship open peer review process, and is available in print and open access electronic editions.
- *Scholarly Communications Research Grant Recipients contributed a pre-recorded panel discussion of their work, "Open and Equitable Scholarly Communications: New Research from ACRL Grant Recipients" at ACRL 2021 Virtual.*
- *The period for project activities undertaken by the seven recipients of ACRL's first Scholarly Communications Research Grants (up to \$5,000 each for work that contributes to more inclusive systems of scholarly communications in areas suggested by the 2019 report Open and Equitable Scholarly Communications: Creating a More Inclusive Future) closed on November 30, 2020. Final grant reports were due June 18, 2021, to allow time for dissemination and reflection before the final report is due. Dissemination funds of \$1500 per recipient were available through August 31, 2021.*

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

- In celebration of Open Access Week 2021, October 25 to 31, ACRL offered the free ACRL Presents webcast "Celebrating Open Access Week: Scaling Open to Fit Local Needs" on the 25th, featuring editors and authors from *The Scholarly Communications Cookbook* and showcasing how librarians at all kinds of institutions can adapt workshops, consultations, and other projects to their local needs.
- In October, ACRL published *The Scholarly Communications Cookbook*, featuring 84 recipes that can help readers establish programs, teach concepts, conduct outreach, and use scholarly communications technologies in their library. It's divided into 4 sections: Taking Your Program to the Next Level; Open Educational Resources; Publishing Models and Open Access; and Tools, Trends, and Best Practices for Modern Researchers.

- ACRL celebrated Peer Review Week September 20 to 24 with a free ACRL Presents webcast: Opening Peer Review in LIS, featuring Emily Ford, author of ACRL's July book *Stories of Open: Opening Peer Review through Narrative Inquiry*.
- ACRL offered the virtual Off-RoadShow workshop "Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work" August 3-4.
- In July, ACRL and SPARC presented a Negotiation 201 webcast series to expound on the popular Negotiation 101 Workshops in May and June 2021. The series provided one-hour deeper dives into specific concepts of negotiating strategy and how they can be put to use.
- *The Scholarly Communication RoadShow team presented their "Off-RoadShow" three-part live webcast series in May 2021.*
- *The ACRL RoadShow "Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work" has been converted for a digital environment and is available to be licensed to institutions, chapters, and consortia for a customized online experience.*
- *In May 2021, ACRL and SPARC collaborated on a free Negotiations 101 Workshop focused on providing a better foundation for librarians tasked with negotiating on behalf of their library.*
- *Presenters from the ACRL RoadShow "Scholarly Communication: From Understanding to Engagement" have adapted their curriculum for a three-part live webcast series, to be presented in February 2021.*

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

See below, under advocacy, for activities of the Library Copyright Alliance.

New Roles and Changing Landscapes

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

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

- NRCL's user experience subgroup presented their lightning talk-style ACRL Presents webcast "Let's Keep Doing This! Found UX Opportunities in the Midst of the Pandemic" on February 18, 2021 to nearly 200 attendees.
- NRCL has a subgroup dedicated to their next topical constellation area, user experience/anthropology. Members of the subgroup hosted an ACRL Presents webcast titled "User Experience Lighting Talks" on February 18, 2021, in which members of the subgroup had about 5 minutes to discuss a solution they've found to a specific, current user experience problem.

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

- The 2021 Fostering Change Cohort launched on September 20, 2021, for institutional teams of 2 to 5 library workers planning any type of institutional change. This is a 12-week professional development program concluding December 13 that includes some presentations, an online course space, Zoom meetings with groups of teams, a Slack channel for easy contact throughout, and individual team meetings with facilitators.
- The Open Educational Resources and Affordability RoadShow was adapted by the curriculum designers/presenters as a licensed virtual “Off-RoadShow” over summer 2021, and became available for institutions, consortia, and chapters in September.
- A free ACRL Presents webcast, “ACRL Presents: Introducing the Fostering Change Cohort” was held in August 2021 to provide information on the new program.
- In June 2021, ACRL hired an additional facilitator for the Fostering Change Cohort, Sojourna J. Cunningham, the Social Sciences and Assessment Librarian at the University of Richmond. Sojourna will co-facilitate the Cohort with Brianna Marshall, Dani Cook, and Cinthya Ippoliti, and help update the *Fostering Change* open access guide following the conclusion of the Cohort.
- *The Open Educational Resources (OER) and Affordability RoadShow team presented their “Off-RoadShow” three-part live webcast series in February and March 2021, over Open Education Week 2021.*
- *ACRL with NRCL released a call for facilitators for the Fostering Change Cohort in March 2021, looking to add up to two new facilitators with experience with and/or knowledge of equity-centered design or participatory design, inclusive and/or anti-racist change strategies, and facilitation experience with a preference for those trained in anti-oppressive techniques. NRCL and the facilitators interviewed three candidates in May 2021; it’s also been decided to push the cohort back to September through December 2021 and increase from 6 weeks to 12 to give the new facilitator more time to contribute to the program development, and cohort participants more time to work with each other.*
- *NRCL’s OER subgroup approved the final curriculum for the new ACRL RoadShow “Open Educational Resources (OER) and Affordability” in December 2020. Presenters for the RoadShow have adapted their curriculum for a three-part live webcast series, to be presented in February and March 2021.*
- *Phase two of NRCL’s “Fostering Change” project, following publication of the open access guide and an ACRL Presents webcast, is a paid virtual cohort tentatively called the “ACRL Fostering Change Incubator.” Facilitators sent a brief survey to attendees of the ACRL Presents webcast about the cohort to gather information about topics of interest and preferred digital platforms; it closed December 18, 2020. Members of NRCL’s change subgroup met with the cohort facilitators on January 12, 2021, to solidify the design of the cohort and begin development of the application process. The first cohort was expected to launch in May 2021.*

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

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

Core Commitment to Equity, Diversity and Inclusion (EDI)

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

- For the 2021 Fall Executive Committee Meeting, the ACRL EDI Committee submitted a Board request to continue the 50 BIPOC membership program.
- The ALA/ACRL/ARL/PLA Cultural Proficiencies for Racial Equity Framework Task Force's first draft will be ready for public comment by the end of 2021. The task force will be collecting feedback through CommentPress and will be holding two open forums during the three-week comment period.
- The ACRL Residency Interest Group published a [Diversity Residency Toolkit](#) that "provide(s) guidance for a residency program from its inception to its completion and beyond." This resource has been shared with the ACRL Diversity Alliance coordinators and the DA Task Force.
- As an in-kind contribution to the JCLC Fundraising & Sponsorship Committee for their silent auction in support of the upcoming 2022 JCLC Conference, ACRL donated one face-to-face and one virtual registration for the ACRL 2023 Conference.
- ACRL will exhibit at REFORMA's virtual National Conference VII, from Nov 4 - 7, 2021.
- ACRL offered a scholarship to one team, composed of 2 to 5 library workers, from a minority-serving institution for [ACRL's Fostering Change Cohort](#) (a value up to \$1,199). Due to the lack of scholarship applicants, no scholarship was awarded.
- *The ALA/ACRL/ARL/PLA Cultural Proficiencies for Racial Equity Framework Task Force presented an update at the ACRL 2021 Conference. In May 2021, a Framework Development Working Group, composed of task force members and facilitated by Christina Fuller-Gregory, Assistant Director of Libraries, SC Governor's School for the Arts and Humanities, will be developing the first draft of the Framework. The Framework Development Working Group is meeting weekly and meets with the full Task Force monthly to ensure their input is incorporated into the draft Framework. A session, Cultural Proficiencies for Racial Equity Framework: An Update, was scheduled for June 27, 2021, from 10:30 AM – 11:30 AM CT at the ALA Annual Conference.*

- *Members of the EDI Committee are in conversation with the Standards Committee about reviewing existing ACRL Standards, Guidelines, and Frameworks with an eye towards EDI as well as options for possible amendment of the procedures for updating and creating standards.*
- *The ACRL Equity, Diversity and Inclusion Committee held two ACRL Presents sessions: Cultures of Collecting: Sustaining Diversity, Equity and Inclusion in Collection Development (YouTube recording) on May 27, 2021 and ACRL Presents: An Insider's Guide to Preparing for Promotion: the Good, the Bad and the Ugly (YouTube recording) on March 9, 2021.*
- *The ACRL EDI Committee's on-demand program, How We Are Marching: EDI Efforts Across ACRL, will be held as part of the virtual ALA Annual Conference.*
- *ACRL is a platinum sponsor of the HBCU Library Alliance 9th Membership Meeting, and the ACRL EDI Committee will submit a shortened version of its on-demand program, How We Are Marching: EDI Efforts Across ACRL.*
- *The ACRL Leadership Council and Membership Meeting, held May 24, 2021, included updates on ACRL's EDI activities from ACRL EDI Committee Chair Mary Beth Lock and ACRL Budget and Finance Chair Carolyn Allen.*
- *The ACRL Diversity Alliance Task Force co-chairs held a virtual meeting to convene residency coordinators on April 20, 2021 and May 11, 2021 to allow coordinators to meet and discuss strengths and weaknesses of their residency programs.*
- *The 2020 ACRL Academic Library Trends & Statistics Survey received more than 1,700 responses to a special trends section on EDI. The data was to be made available June 1, 2021 to ACRL Metrics subscribers and presented as part of the ALA Annual Conference (an on-demand session).*
- *The Publications Coordinating Committee is presenting the program "Diversity in Scholarly Publishing" as a prerecorded panel session at the 2021 ALA Annual Conference.*
- *ACRL 2021 conference planning included measures to support ACRL's core commitment to equity, diversity, and inclusion. Activities included: participation limits to allow as many individuals as possible to present, a call for participation equity statement, an acknowledgement of the land and water where we originally intended to gather, use of an optional strategy called progressive stacking for asking questions that are intended to give marginalized voices a chance to speak (particularly in an environment where there is a dominant group), and a statement on site selection affirming our commitment to making conferences inclusive and accessible.*
- *ACRL 2021 registration rates included discounts for non-salaried, retired, and student participants and pronoun fields were included for profiles. Speakers were also given Tips for Accessible Presentations and Equity, Diversity, and Inclusion recorded resources before preparing presentations. Furthermore:*
 - *65 conference programs (21%) selected Equity, Diversity, and Inclusion as their primary tag.*
 - *91.32% of evaluation respondents indicated conference programs "very effectively" or "somewhat effectively" addressed their needs concerning Equity, Diversity, and Inclusion.*

- 91.60% of respondents agreed that the virtual conference provided a welcoming, inclusive, and engaging environment.
- In November 2020, the Board approved for the EDI Committee to distribute 50 BIPOC ALA/ACRL memberships. The EDI Committee is finalizing the Call for Volunteers and criteria for a launch in early 2021.
- An ACRL Joint Board/B&F Working Group is reviewing with a financial lens how ACRL is supporting its Core Commitment, and what gaps might need to be addressed.
- ACRL Diversity Alliance renewals were sent in early December. Renewals were expected to be processed through early 2021. As of January 11, there were 23 institutional members.
- The [ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force](#) will complete its third and final work session to identify the goals of the forthcoming EDI framework. In the spring/summer, the task force planned to draft the Framework and seek comments from the academic and public library community.

Enabling programs and services activities

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

Advocacy

Strengthening partnerships with other organizations

- In August, invited ACRL Chapter leaders, Board and ACRL government relations committee members to participate in an ALA virtual Legislative Summit on Saturday, October 16 to address adverse state-level legislation challenging intellectual freedom, privacy, and local community control of the library.
- In June, ACRL joined a number of organizations in co-signing a Joint Statement on Legislative Efforts to Restrict Education about Racism in American History. The statement by the American Association of University Professors, American Historical Association, Association of American Colleges & Universities, and PEN America stated “firm opposition” to legislation, introduced in at least 20 states, that would restrict the discussion of “divisive concepts” in public education institutions.
- ACRL joined the Society for College and University Planning (SCUP) and the American Association of State Colleges and Universities to jointly design and sponsor a three-part series on “Libraries in Shaping the Future of Higher Education” offered June 22, 24, and September 21. With leadership from Danuta Nitecki of Drexel in her role as ACRL liaison to SCUP, the series brought together higher education administrators, planners, designers, and library stakeholders to discuss the challenges to higher education in a changing world and how more deeply to engage libraries can enable institutional achievement. Three webinars focused on the place of the library, as partners in ensuring student success, and in support for equitable access to knowledge. Recordings are linked on the ACRL liaisons webpage.

- *Together with ARL and ALA, as part of the Library Copyright Alliance, ACRL took the following actions:*
 - *On October 8, 2021, signed a coalition letter supporting the Wikimedia Foundation's application for observer status at the World Intellectual Property Organization.*
 - *On September 30, 2021, submitted comments on the Copyright Office's Notice of Proposed Rulemaking regarding the procedures for libraries and archives to opt out of proceedings before the Copyright Claims Board under the CASE Act.*
 - *On September 1, 2021, released a statement welcoming the report on copyright and state sovereign immunity issued by the US Copyright Office.*
 - *On July 7, 2021, submitted comments on the alignment of the Copyright Amendment Bill with South Africa's obligations set out in international treaties.*
 - *On June 25, 2021, wrote a letter of support to Ambassador Katherine Tai urging US support of Least Developed Countries' (LDCs) request for a transition period from implementing the TRIPS Agreement.*
 - *On May 10, 2021, submitted reply comments on regulations implementing the Copyright Alternative in Small-Claims Enforcement ("CASE") Act.*
 - *On April 26, 2021, submitted comments on the Copyright Alternative in Small-Claims Enforcement ("CASE") Act to the Copyright Office.*
 - *On March 17, 2021, sent a letter to Ambassador Katherine Tai requesting a return to the Obama-Biden Administration policy of protecting and promoting fair use rights in international copyright policy.*
 - *On March 10, 2021, the Library Copyright Alliance (LCA) submitted reply comments to Class 5 Oppositions: Audiovisual Works—Preservation.*
 - *On March 5, 2021, the Library Copyright Alliance submitted Comments on "Digital Copyright Act of 2021" discussion draft.*
 - *On December 29, 2020, issued a statement on the impact of two copyright provisions in the omnibus spending bill—extending felony penalties to illicit streaming and establishing a small claims tribunal for copyright infringement—on libraries and library users.*
 - *On December 22, 2020, issued a statement expressing serious concerns with the discussion draft of the Digital Copyright Act of 2021 released by Senator Thom Tillis, chairman of the Senate Judiciary Subcommittee on Intellectual Property.*
 - *On December 1, 2020, responded to Chairman Tillis's questions regarding a possible Digital Millennium Copyright Act reform bill.*

Education

Immersion Institutes

- The Immersion Facilitator team is working on models for virtual programs to be offered in early 2022.
- *The in-person Immersion Program that was scheduled for August 2021 was cancelled due to the pandemic. The Immersion Facilitator team is currently working on models for online professional development to be offered during the summer in lieu of the F2F program.*

Licensed Workshops

- In-person workshops remain on hold. Two new virtual workshops are available for institutions to host on request: “Planning, Assessing, and Communicating Library Impact: Putting the Standards for Libraries in Higher Education into Action” and “Open Educational Resources & Affordability,” bringing the total number of licensed virtual workshops to four. ACRL also hosted pilot offerings of the “Building Your RDM Toolkit” virtual workshop and a webcast series covering the Scholarship of Teaching and Learning, which is set to become a full virtual workshop.
- *In-person workshops remain on hold. Two new virtual workshops are now available for institutions to host on request: “[Engaging with the ACRL Framework](#)” and “[Building Your RDM Toolkit](#).” Pilot “[Off-RoadShow](#)” webcast series covering scholarly communication and OER were also offered in the winter and spring, with more robust iterations on the horizon. Additional offerings are in development covering assessment, the scholarship of teaching and learning, and the ACRL Standards for Libraries in Higher Education.*
- *In-person workshops are on hold until it is safe to resume large gatherings and travel. RoadShow teams are working to develop online offerings in the interim, which includes webcast series, online courses, and other models. We anticipate being able to offer several of these in FY21.*

ACRL Conference

- John Culshaw, University Librarian at the University of Iowa, was appointed as the ACRL 2023 Conference Chair. Component committee co-chairs were appointed in September and committee member appointments will be finalized by late October. The conference theme will be announced in November 2021, with the website and Call for Participation launching in January 2022. ACRL 2023 will be offered as a hybrid conference with the F2F conference in Pittsburgh, March 15-18, 2023, and a robust virtual component.
- *The ACRL 2021 Conference, “Ascending into an Open Future,” originally planned for Seattle, took place as a virtual-only event April 13 - 16, 2021. Chaired by Beth McNeil, ACRL 2021 featured more than 300 live and on-demand programs on topics such as open access; information literacy; collection development; collaboration; equity, diversity, and inclusion; and social justice. The theme and the content of the event generated tremendous interest and Beth and her committee deserve to be congratulated on the largest ACRL Virtual event ever.*

- **3,274** individuals registered for the ACRL 2021 Virtual Conference, a 5.5% increase from ACRL 2019 in Cleveland. Coupled with 387 exhibitors representing 93 companies, ACRL 2021's **total attendance** was 3661 individuals.
 - 1,296 individuals (39%) were **first-time attendees**
 - 790 individuals (22%) were part of a **group of 10 or more attendees** from the same institution
 - Conference attendees represented all 50 states and 25 countries
- Overall, the conference registration numbers were much more similar to face-to-face event numbers than anticipated. We attribute this to the event's solid reputation for content, more affordable and easier access virtually, and continuing efforts to deliver good value and effectively market the event. Exhibitor participation was about half of face-to-face in terms of number of companies participating, and we understand this is not unusual for virtual events, and exceeded our exhibit manager's expectations of about 30% participation.
- **77.25%** of evaluation respondents characterized their experience at ACRL 2021 as either "very positive" (24.22%) or "positive" (53.05%). Additionally, nearly **three-quarters** (74%) of respondents would recommend the ACRL Conference to a colleague.
- ACRL 2021 featured 308 conference programs, with about one-third of programs offered as live or semi-live programs, while two-thirds were made available as on-demand programs. With the addition of social and wellness events, 362 scheduled sessions were offered as part of ACRL 2021.
- Keynote speakers included writer, sociologist, and MacArthur Fellow Dr. Tressie McMillan Cottom and data journalist, writer, illustrator, and producer Mona Chalabi. Invited presenters included Kaetrena Davis Kendrick, Dean of Ida Jane Dacus Library, and Louise Pettus Archives & Special Collections at Winthrop University; Jennifer Brown, Jennifer Ferretti, and Charlotte Roh, administrators of We Here, an online community for Black, Indigenous, and people of color (BIPOC) in LIS professions and educational programs; and Meredith Clark, Assistant Professor of Media Studies at the University of Virginia, whose research interests include Black Twitter, cancel culture, and systemic racism in US news media.
- Conference attendees received access to session recordings through May 13, 2021. Additionally, ten of the most-liked conference programs were made freely available on the ACRL website post-conference.
- As a result of stronger than anticipated registration, exhibits, and sponsorships, coupled with expense savings, the ACRL 2021 Virtual Conference is projected to be a financial success with an anticipated net on par with past in-person conferences.

Conferences, Pre Conferences, and Workshops

- *The RBMS Conference typically has about 500 participants and 40 bookseller companies participate when it is a face-to-face event. This year's theme of Power, Resistance and Leadership in the virtual format generated record-breaking interest and we welcomed 751 total registrants (and 59 bookseller companies to the largest-ever RBMS conference. The event critically examined the existing power structures that have shaped and continue to impact special collections and archives.*
- *Since the RBMS Conference was a virtual-only event this summer, the content from the cancelled 2020 RBMS Conference will be reprised and all speakers and scholarship recipients will be invited to participate. The RBMS 2020 Committees received an offer to extend their appointments and the original RBMS 2021 leadership graciously agreed to delay their appointments until the RBMS 2022 event.*

Annual Conference Programs

- ACRL received 73 proposals for the 2022 ALA Annual Conference programs. The ACRL Professional Development Committee is currently reviewing and ranking proposal submissions, with final decisions due by early November.
- *The deadline for 2022 program proposals was in September, 2021. Program proposals will be submitted via a centralized submission site for all ALA Divisions, RoundTables, Committees, and Offices.*
- *Planning was ongoing for ACRL's 19 programs at the 2021 ALA Virtual Annual Conference (one program withdrew). The President's Program and one other ACRL program took place live during the conference. The remaining ACRL programs were pre-recorded and offered on-demand.*
- *ACRL received 45 proposals for the 2021 Annual Conference programs. In October, the ACRL Professional Development Committee reviewed and ranked all proposals and the top 20 were sent to ALA Conference Services, who typically handle the notifications in December. However, the decision was made to hold off on notifying all proposal submitters until the structure and format of the 2021 conference was decided upon, whether virtual or in-person. All submitters received a notice informing them of this update.*

Online learning (see additional webinars in the CHOICE section of this report)*ACRL offered the following e-Learning events:*

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommen ded (9 to 10 ratings)	# of eval respondents
Developing Signature Pedagogies	Course	6/7/21	22	0	92%	96%	67%	6
A Practical Guide to Implementing UDL in Libraries	Course	8/2/21	19	0	90%	88%	87%	8
Developing Online Instruction: Best Practices for Synchronous Teaching	Webcast	7/8/21	9	4	100%	96%	74%	12
Copyright and Course Reserves Part One: Print Reserves	Webcast	7/21/21	26	2	95%	94%	84%	12
Copyright and Course Reserves Part Two: Electronic Reserves	Webcast	7/28/21	28	3	100%	98%	100%	9
Copyright and Course Reserves Part Three: Media Reserves	Webcast	8/4/21	29	4	100%	100%	100%	8
Scholarship of Teaching and Learning Part One: Overview	Webcast	7/19/21	17	3	78%	88%	30%	10
Scholarship of Teaching and Learning Part Two: Inquiry Methods	Webcast	7/26/21	18	3	50%	82%	25%	4
Scholarship of Teaching and Learning Part Three: Online Teaching	Webcast	8/2/21	17	3	66%	84%	33%	3
Teaching with Digital Primary Sources	Webcast	9/22/21	9	1	100%	100%	94%	2
Developing Online Instruction: Best Practices for Synchronous Teaching	Webcast	10/6/21	14	6	100%	92%	66%	12

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommend ed (9 to 10 ratings)	# of eval respondent s
<i>Virtualizing Makerspaces and Technology Services: Leveraging Virtual Student Workers and Peer-to-Peer Software</i>	Webcast	1/28/21	10	2	100%	96%	67%	6
<i>Digital Scholarship Partnerships: Engaging Faculty and Students across Diverse Disciplines</i>	Webcast	2/17/21	11	2	67%	84%	20%	5
<i>Open Educational Resources Part One</i>	Webcast	2/24/21	16	9	89%	86%	54%	27
<i>Open Educational Resources Part Two</i>	Webcast	3/3/21	16	9	90%	88%	53%	19
<i>Open Educational Resources Part Three</i>	Webcast	3/10/21	16	9	75%	80%	41%	13
<i>Scholarly Communication Off-RoadShow Part One</i>	Webcast	4/29/21	28	20	85%	92%	50%	32
<i>Leading from the Middle: Changing approaches to library leadership and communication</i>	Course	5/3/21	12	*in progress				
<i>Scholarly Communication Off-RoadShow Part Two</i>	Webcast	5/6/21	28	20	72%	88%	39%	18
<i>Scholarly Communication Off-RoadShow Part Three</i>	Webcast	5/13/21	28	20	100%	98%	60%	15

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
<i>Research Process, Methods, and Relationships for Academic Librarians Part Two</i>	Webcast	11/12/2020	18	11	79%	88%	43%	14
<i>Research Process, Methods, and Relationships for Academic Librarians Part Three</i>	Webcast	11/19/2020	18	11	79%	90%	71%	15
<i>Student Wellness and Libraries: Contributing to Students Success through the Promotion of Digital Wellness, Activity, and Peer Support</i>	Webcast	12/8/2020	5	5	60%	82%	40%	5

Member Engagement

Membership units/Governance

- Annual Conference Meeting, June 2021 the Board approved:
 - The name change of The Systematic Reviews and Related Methods Interest Group to Evidence Synthesis Methods Interest Group
- The renewal of the Academic Library Services to International Students Interest Group, Health Sciences Interest Group, Image Resources Interest Group, Universal Accessibility Interest Group and Virtual Worlds Interest Group.
- In early December, the [ACRL Volunteer Call for Volunteers](#) launched and marketed widely through ACRL communication channels. Applications for division-level committees, sections, and editorial boards were due February 12, 2021.
- On November 16, 2020 the Board approved:
 - The dissolution of the MLA International Bibliography in Academic Libraries Discussion Group.
 - The dissolution of the LIS Collection Discussion Group.
 - The Librarianship in For-Profit Educational Institutions Interest Groups transition from an Interest Group to a Discussion Group.

Awards

- *Julia Gelfand was named the 2021 Academic/Research Librarian of the Year. The three recipients of the Excellence in Academic Libraries Awards were Davidson College (college category), Tulsa Community College (community college category), and Loyola Marymount University (university category). A full list of ACRL award recipients, including section awards, is available on the [ACRL website](#).*
- *The ACRL Board of Directors approved a pause to the 2022 Awards Program and formed a task force to review the program. During this review period, ACRL will not promote or jury any of its annual awards, and award committees will instead work with and provide input to a [task force](#) charged to make recommendations for the program's future. This pause provides an opportunity to fully assess the awards program's impact on the profession, future sustainability, and connection to ACRL's core commitment to equity, diversity, and inclusion.*
- *The task force is moving rapidly to review the awards program and address the questions in its charge, with a final report expected in November 2021.*
- *Nominations were received for 19 awards. Most committees will review nominations and make selections in late January/early February.*
- *Award committee chairs, section chairs, Board liaisons, and ACRL staff convened at a discussion in mid-December to discuss the future of ACRL's awards program and a possible one-year pause to the program in FY 2022. The Board considered the proposed pause in January, with a task force to be appointed in February 2021, and a pause for the 2022 awards season.*

Membership

The following informal update was provided by the ALA Member Relations and Services Office on October 5, 2021.

- ALA's membership decreased 0.3% to 49,476. This remains a 10% decline from 2020 and a 12% decline when compared to the same time in 2019. This time of year, our membership counts typically decline so we are likely going to face additional decline until early Fall.
- Division memberships currently total 40,140 which is a slight decrease from last month and in alignment with our ALA membership trend. With some divisions resuming in-person conferences, and with Fall virtual programming we expect these numbers to rebound per usual trends. Round table memberships currently total 17,683 which is a slight decrease from last month and in alignment with our ALA membership trend. ALA's membership counts are lowest during the summer and will be expected to start to rebound this fall. Therefore, we can likely expect these declines to continue until September.
- The first quarter of FY22 is all about membership growth. ALA's key priorities include:

- Membership Model – A simplified personal membership model will be presented to the board this October for implementation in FY24. This model will require some divisions and round tables to realign their pricing for some of the smaller membership types but will have a nominal impact.
- Lapsed Member Win Back Campaign – Membership renewals have not been following a normal pattern during the pandemic and our members have sometimes been working in disparate locations. We are activating both a lapsed member and a win back campaign to reclaim members who did not renew their membership. This will be primarily a digital campaign, but we hope to include a print tactic as well.
- Conferences – ALA Membership will have a presence at AASL and we have worked to integrate this with the AASL membership experience. We are also exhibiting at other industry events including REFORMA and ALISE. We will also be working closely to support messages to non-members to join ALA to attend LLX, a member only event.
- Member Renewals – We will be activating our new member renewal messaging focused on both the ROI messaging as well as the impact of ALA's work through membership dollars. This messaging will address the question of "What's In It For Me" with my ALA membership.

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

- *ALA's membership is just above 52,000--a 12% decline from 2020 and a 9% decline when compared to the same time in 2019. We are moving into a time of year where our membership numbers typically decline so we can expect that trend to continue; however, we are hopeful that catching up on payment processing and the extended early bird Annual Conference registration deadline may instead result in an increase in April.*
- *Division and round table memberships followed the ALA trend and both had slight increases this month in total. ACRL membership is up 1.1% (9,205) over FY20.*
- *ALA reports that regular membership has declined 10.2% over FY20 and library support staff membership is down 14.2%. Student membership has increased 9.2%.*
- *Based on informal data, ALA's membership is at a 7% decline from 2019 and an 8% decline when compared to the same time in 2018. This was an expected decline due to the impact of COVID-19 on library employment and we expect that this trend will continue for the near future before member counts stabilize.*
- *In December, ALA membership counts usually decrease by approximately 300-500 members. It was a bit of good news to see a less than normal decrease of only 127 members (-0.2%).*
- *Division memberships currently total 44,155 which is a slight decrease from last month. All divisions experienced a decline in membership ranging from 0.3% - 2.7% when comparing November to December. We can no longer do year-over-year comparisons because of the Core merger.*
- *ALA's recent membership trend has been to see a decline in Regular Members, and an increase in Student Members. These trends have continued over the past year, and we expect them to continue. We are excited to see such growth and engagement in our Student Members, especially through the joint student membership program with ALA chapters; however, conversion of Student Members to*

Regular Members will be essential to the long-term success as an organization. Retaining Regular Members, the largest and highest paying personal membership category, is imperative.

Special events at ALA Conferences

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

Consulting services

- Submitted proposal for external review at community college, September 2021.
- Submitted proposal for external review at a small, liberal arts university, July 2021.
- Submitted proposal for strategic planning at a large, research university, July 2021.
- Completed external library review reports for a medium-size, private university, June 2021.
- Completed external library review report for a small, liberal arts college, July 2021.
- Submitted proposal for strategic planning at a small liberal arts university and began strategic planning at the institution, June-present, 2021.
- Ongoing planning of a new consulting service to help institutions address organizational development needs surfaced by the COVID-19 pandemic, July-present, 2021.
- Continued providing support to PLA Census Data Literacy effort by developing and facilitating two webinars, "Building Business Know-How Through Data Literacy" and "Data Literacy for Youth," June and August, 2021.
- *Initiated discussion with a large, research university library to prepare a proposal for strategic planning assistance, May 2021.*
- *Continued providing support to PLA Census Data Literacy effort by developing and facilitating "Data That Counts" webinar, preparing Census Data Literacy Resource Guide, and planning "Building Business Know-How Through Data Literacy" webinar, February-May 2021.*
- *External library reviews for two small private colleges conducted (virtually) and preparation of reports is in process, April-May 2021.*
- *Developed materials to support the new "Regenerating the Academic Library" service designed to help institutions address organizational development needs surfaced by the COVID-19 pandemic, including planning of a webcast, January-May 2021.*
- *One external library review report for a private small university was completed, March 12, 2021. Strategic planning work for a medium-size public university library completed, February 1, 2021.*
- *Strategic planning work for a client was completed December 15, 2020.*
- *Strategic planning work for a client is continuing.*
- *Continued providing support to ALA Census 2020 efforts with reports of ALA Census activities completed and articles about the work of libraries to promote the 2020 Census.*
- *One external review was conducted (virtually) and report preparation is in process.*

- *Initiated planning of a new consulting service to help institutions address organizational development needs surfaced by the COVID-19 pandemic.*

Fundraising

- In FY22 (September 1, 2021 - October 24, 2021), the Friends of ACRL received \$1,340 from 33 donors. The Advancement Fund totals \$30,886; the ACRL Conference Scholarship Fund has a balance of \$54,038; and the RBMS Scholarship Fund stands at \$22,236.
- In FY21 (September 1, 2020 - August 31, 2021), the Friends of ACRL received \$44,116 from 305 donors (including 78 first-time donors).
- *Since September 1, 2020, the Friends of ACRL has received \$21,346 from 258 donors (including 74 first-time donors). Friends of ACRL funded 93 ACRL 2021 Conference scholarships (\$24,008) and met 100% of the need. The Advancement Fund now totals \$29,637; the ACRL Conference Scholarship Fund has a balance of \$32,529; and the RBMS Scholarship Fund stands at \$26,173.*
- *Since September 1, 2020, the Friends of ACRL has received \$11,637 from 126 donors (including 28 new donors). The Advancement Fund stands at \$27,054; the ACRL Conference Scholarship Fund has \$52,016, and the RBMS Scholarship Fund has \$23,768. The Giving Tuesday campaign received donations from 107 donors.*

Publications

COVID-19 Publications

- C&RL News published the following articles related to the pandemic in the June and July/August issues: [“Focus groups from home: Conducting virtual focus groups during the COVID-19 pandemic and beyond,”](#) [“‘I mean, pandemic’: How COVID-19 has disrupted librarians’ research,”](#) [“Ready or not, here we come: Job transitions during a pandemic,”](#) [“Virtual programming during COVID: What we wished we had known in advance,”](#) and [“A year on: Librarians monitoring COVID-19 in Latin America and the Caribbean.”](#)
- C&RL News published the following articles related to the pandemic in the February-May issues: [“Adapting to a remote life: Using a work environment at home to our advantage at University of North Florida Special Collections,”](#) [“Surging virtual reference services: COVID-19 a game changer,”](#) [“Virtually hired: Why I can’t wait to meet my colleagues after working with them for six months,”](#) and [“COVID-19, collections, and collaboration: Promoting inclusivity from the ground up.”](#)
- C&RL News published the following articles related to the pandemic in the November-January issues: [“Caring for our colleagues: Wellness and support strategies for remote library teams,”](#) [“Academic libraries and research in flux: Global conversations in times of COVID-19,”](#) and [“From peril to promise: The academic library post-COVID-19.”](#)

Non-periodical Publications

- ACRL has published three new books so far in fiscal year 2022:
 - [Envisioning the Framework: A Graphic Guide to Information Literacy](#), edited by Jannette L. Finch
 - [Mind, Motivation, and Meaningful Learning: Strategies for Teaching Adult Learners](#), by Melissa L. Miller
 - [The Scholarly Communications Cookbook](#), edited by Brianna Buljung and Emily Bongiovanni
- The next books to publish will be:
 - Ethnic Studies in Academic and Research Libraries, edited by Raymond Pun, Melissa Cardenas-Dow, and Kenya S. Flash
 - Academic Library Mentoring: Fostering Growth and Renewal, 3 volume set, edited by Leila June Rod-Welch and Barbara Weeg
 - Vol. 1: Fundamentals and Controversies
 - Vol. 2: Mentoring of Library Faculty and Librarians
 - Vol. 3: Mentoring of Students and Staff
- ACRL finished fiscal year 2021 with two final books and a white paper:
 - [Stories of Open: Opening Peer Review through Narrative Inquiry](#) (Publications in Librarianship #76), by Emily Ford
 - [Teaching About Fake News: Lesson Plans for Different Disciplines and Audiences](#), edited by Candice Benjes-Small, Carol Wittig, and Mary K. Oberlies; each chapter has an accompanying PowerPoint freely available in the [ACRL Sandbox](#) and findable with the tag “#fakenews”
 - [Transforming Library Services for Computational Research with Text Data: Environmental Scan, Stakeholder Perspectives, and Recommendations for Libraries](#), white paper by Megan Senseney, Eleanor Dickson Koehl, Beth Sandore Namachchivaya, and Bertram Ludäscher
- In July 2021, Mark Shelton was appointed the next editor of the Publications in Librarianship (PIL) series by the ACRL Board of Directors. PIL is a peer-reviewed collection of books that examine emerging theories and research. Shelton, director of Library Services at the College of the Holy Cross in Worcester, Massachusetts, succeeds Daniel Mack, associate dean of Libraries, Collection Strategies and Services at the University of Maryland, as PIL editor.
- ALA transitioned to a new warehousing and fulfillment vendor in summer 2021, the Chicago Distribution Center (CDC). CDC, a division of the University of Chicago Press, is a data-driven, state-of-the-art distribution and fulfillment operation, providing a full range of services to more than one hundred fifty client publishers and their customers worldwide.
- *Six additional new titles have been published in calendar year 2021:*

- [*The Teaching with Primary Sources Cookbook*](#), edited by Julie M. Porterfield
- [*Training Research Consultants: A Guide for Academic Libraries*](#), edited by Mary K. O'Kelly and Jennifer Torreano
- [*Open Educational Resources: CLIPP #45*](#), compiled and written by Mary Francis, published in print and as an open access electronic edition
- [*Academic Library Job Descriptions: CLIPP #46*](#), compiled by Kathleen Baril and Jennifer Donley
- [*Creativity: A Toolkit for Academic Libraries*](#), by Nancy Falciani-White
- [*Leading Together: Academic Library Consortia and Advocacy*](#), by Irene M. H. Herold
- The next title to publish will be:
 - *Stories of Open: Opening Peer Review through Narrative Inquiry (Publications in Librarianship #76)*, by Emily Ford
- Five new titles have been published through January 2021:
 - *Reflections on Practitioner Research: A Practical Guide for Information Professionals*, edited by Lee Ann Fullington, Brandon K. West, and Frans Abarillo
 - *The Library Outreach Cookbook*, edited by Ryan L. Sittler and Terra J. Rogerson
 - *Student Wellness and Academic Libraries: Case Studies and Activities for Promoting Health and*
 - *Success*, edited by Sara Holder and Amber Lannon
 - *Faculty-Librarian Collaborations: Integrating the Information Literacy Framework into Disciplinary Courses*, edited by Michael Stoepel, Livia Piotto, Xan Goodman, and Samantha Godbey
 - *Approaches to Liaison Librarianship: Innovations in Organization and Engagement*, edited by Robin Canuel and Chad Crichton
- The next title to publish will be:
 - *Training Research Consultants: A Guide for Academic Libraries*, edited by Mary K. O'Kelly and Jennifer Torreano

Library Statistics

- The 2021 ACRL Academic Library Trends and Statistics survey will launch the week of October 25, 2021.
- ACRL Benchmark: Library Metrics and Trends will launch on or before November 1, 2021. This information service replaces ACRL Metrics.

The 2020 edition of the ACRL Academic Library Trends and Statistics was published in September 2021. More than 52% of US academic libraries contributed data.

- *The 2020 ACRL Academic Library Trends and Statistics Survey closed on April 28, 2021 with more than 1,700 academic libraries responding.*
- *The 2020 ACRL Academic Library Trends and Statistics Survey is in the field and will close on February 28, 2021. As of this writing, 158 libraries have completed the survey.*

Standards, Guidelines, and Standards

- The ACRL Board of Directors approved three new Companion Documents to the ACRL Framework for Information Literacy for Higher Education at its June 2021 virtual meeting. The new Framework Companion Documents are [Companion Document to the ACRL Framework for Information Literacy for Higher Education: Politics, Policy and International Relations](#), [Companion Document to the ACRL Framework for Information Literacy for Higher Education: Social Work](#), and [Companion Document to the ACRL Framework for Information Literacy for Higher Education: Women's and Gender Studies](#).
- *The ACRL Board of Directors approved revised versions of the association's [A Standard for the Appointment, Promotion and Tenure of Academic Librarians](#); [ACRL Standards for Academic Librarians without Faculty Status](#); and [ACRL Standards for Faculty for Academic Librarians](#) in April 2021.*
- *A new [ACRL Framework for Impactful Scholarship and Metrics](#) was approved by the Board at its Fall 2020 meeting.*
- *See EDI section (page 4) for an update on the ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force.*

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Framework for Information Literacy for Higher Education Stats					
Online visits	27,033	25,084	25,998	12,061	89,555
Print distribution	0	0	10	0	10
Standards for Libraries in Higher Education Stats					
Online visits	4,845	3,941	4,518	2,197	15,510

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Print distribution	0	0	0	0	0
ACRL Insider Stats					
Posts	43	54	66	48	218
Page Views	17,734	28,700	46,707	34,416	127,557
ACRLog Stats					
Posts	15	18	13	8	54
Page Views	19,365	23,394	25,016	17,653	85,428
ACRL TechConnect Stats					
Posts	0	0	0	0	0
Page Views	91	NA	NA	NA	91
VAL Blog Stats					
Posts	0	0	0	0	0
Page Views	1,637	1,530	1,474	1,738	6,379
College & Research Libraries					
Online Access Stats (total access across content formats)	373,548	367,096	355,248	316,186	1,412,078
C&RL News					
Online Access Stats (total access across content formats):	362,019	376,819	343,784	343,958	1,426,580

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
RBM					
Online Access Stats (total access across content formats):	32,666	26,492	28,026	40,938	128,122
Social Media					
Facebook Followers	8,324	NA	8,385	8,394	NA
Twitter Followers	21,475	NA	21,937	21,994	NA
Pinterest Followers	400	NA	403	400	NA
Instagram Followers	1,143	NA	1,242	1,298	NA
YouTube Followers	1,768	NA	1,980	2,132	NA

College & Research Libraries

- Issues published on a regular schedule.
- Kristen Totleben, Librarian for Modern Languages & Cultures at the University of Rochester's River Campus Libraries, was appointed the next editor of C&RL by the ACRL Board of Directors. Totleben will serve as editor designate from July 1, 2021, to June 30, 2022, when she will assume full editorial responsibility. In the position of editor, Totleben will also serve as chair of the C&RL Editorial Board. She succeeds Wendi Arant Kaspar, Professor of Library Practice at Texas A&M University, as C&RL editor.
- *In June 2021, C&RL published a special issue on the evolving role of academic librarians, featuring articles highlighting the ways in which librarians assert their expertise and engage with the changing environment while modelling professional values, excellence in service, intellectual humility, agility and patience.*

- *A recommendation for C&RL editor-designate was made by the search committee to PCC. PCC voted to approve the recommendation, which is pending Board of Directors consideration at their June meetings.*
- *The search committee for the next C&RL editor, composed of editorial board and PCC members, posted the call for nominations/applications in December 2020 with a deadline of January 29, 2021. The goal was to have the new editor approved by the Board by the end of June 2021 so they could work with the current editor for a year as editor-designate before taking over the editorship in July 2022.*

C&RL News

- Issues published on a regular schedule.
- Work continues on transitioning *C&RL News* to an online-only publication model beginning with the January 2022 issue.
- *C&RL News, will adopt an online-only publication model beginning in January 2022. The December 2021 issue will be the final print issue of the magazine. The ACRL Board of Directors and C&RL News editor-in-chief sought input from the Budget & Finance Committee, C&RL News Editorial Board, ACRL Publications Coordinating Committee, ACRL Membership Committee, and ACRL Section Membership Committee on a variety of potential publication models for the magazine. These representative groups of the ACRL membership agreed that the transition to an online-only model is in the best interest of the publication and association moving forward.*
- *The editor-in-chief is working with constituency groups on a proposal for the future of C&RL News in print for the Board's January 2021 meeting. The editor-in-chief presented a preliminary overview of information related to the magazine's print model at the Board's fall meeting and received instructions to continue the process and make recommendations.*

RBM

- Issues published on a regular schedule.
- *RBM launched a new reviews portal this past winter. The online portal is an extension of the Reviews section in the biannual print issues of RBM and expands the journal's capacity for reviews beyond the limitations of print page count.*

Operations

Staff

- Robert (Jay) Malone became ACRL's new executive director on September 7, 2021. An experienced association executive with more than three decades of success in academia and learned societies, Malone comes to ALA from the History of Science Society, where he served for 23 years. As the HSS's first executive

director, he furthered the organization's advocacy agenda; promoted equity, diversity, and inclusion; oversaw and implemented strategic planning; created a fundraising infrastructure; served on a 22-member board; and worked with hundreds of volunteers.

- In June 2021, ACRL Senior Program Officer Megan Griffin departed after 18 years. Megan worked over the years on elections, annual conference programs, IFLA appointments, ALA Connect, search committees, special events, awards, and so much more. Her patient diplomacy, excellent coaching, nonpareil customer service, and superb managerial skills will be missed. ACRL's FY22 budget includes funding for this recently vacated position, which is being re-envisioned, and we look forward to hiring a new colleague in the coming months.
- *The call for applications for the position of ACRL Executive Director was re-posted on April 9, 2021, and the search committee will be meeting on June 1, 2021 to review applicants.*
- *In early December, Tory Ondrila completed "Virtual Event and Meeting Management," a 6-week professional development course which carries 20 Certified Meeting Professional (CMP) hours and is recognized by the Events Industry Council. Her new knowledge provides valuable improvements to planning for the ACRL 2021 virtual conference.*
- *In November 2020, Gena Parsons-Diamond was promoted from Program Coordinator to Program Officer. In her new role, she will be the staff liaison for Project Outcome.*
- *The call for applications for the position of ACRL Executive Director was posted on October 9, 2020. Telephone screening of semi-final candidates has been completed and were ready for review by the search committee at their next meeting scheduled for after ALA mid-Winter meeting.*

ACRL Staff & ALA

- ACRL staff serve on the following ALA cross-functional teams: Program Manager for Strategic Initiatives Allison Payne on Equity, Diversity and Inclusion; Editor-in-Chief of C&RL News/Senior Communications Strategist David Free on Communications; Conference Manager Tory Ondrila on Conference Services; Manager of Professional Development Margot Conahan on Continuing Education/Elearning; Senior Production Editor Dawn Muller on Information Technology; Associate Director Mary Jane Petrowski on Membership; Recruitment Ad Sales Manager/Editorial Assistant David Connolly on Program Assessment; Content Strategist Erin Nevius on Publishing; and Jay Malone on Grants, Partnerships, and External Relationships. Additional ALA cross-functional teams will be formed in FY22 and additional staff assignments made.
- ACRL Senior Strategist for Special Initiatives Kara Malenfant continues to serve as a staff member of the ALA Operating Agreement Working Group.
- ACRL Associate Director Mary Jane Petrowski is chairing the staff panel for the ALA Director of Institutional Advancement & Partnerships.
- ALA implemented the fifth and final furlough week across all units, offices, and divisions (the fourth in FY21). With minor exception for alternate dates, all ALA, ACRL, and Choice staff were on furlough July 11-17, 2021.

- At the ALA Annual Conference in June 2021, the final resolution in honor of Mary Ellen Davis upon her April 2020 retirement as ACRL executive director was adopted and posted on ALA letterhead, signed by ALA Executive Director Tracie Hall.
- *ACRL Program Coordinator Lauren Carlton continues to serve on a staff group to support ALA Connect. Lauren attends bi-weekly Connect meetings with ALA staff as the ACRL staff representative. She tracks new features to relay to ACRL staff and members, helps manage privacy settings of ACRL Connect spaces and has been working to set up discussion lists in Connect to provide a smooth transition for ACRL members from Sympa to ALA Connect.*
- *ACRL Content Strategist Erin Nevius is serving on the stakeholder group helping to identify and transition to a new warehousing and fulfillment vendor for sales of ALA books, posters, promotional items, and physical awards seals as our current vendor, PBD, is ceasing those operations in June 2021.*
- *All ALA employees were furloughed the weeks of October 11-17, 2020; December 20-26, 2020; and March 14-20, 2021.*

CHOICE

June–October 2021

The launch of a rebuilt Choice360 in the fall of 2020 and the tremendous reception enjoyed by our webinar program have contributed to robust engagement on all the Choice platforms, as shown in the composite figures (Table 12, below) for the academic year 2020-21.

Table 1: Choice engagement Statistics, AY2020-21

Choice Reach	
Academic Year 2020-21	
Choice360	352,768 page views
Choice Reviews	99,382 user sessions; 769,104 page views
Webinars (43 webcasts)	48,145 registrations; 24,063 attendances
Podcasts (64 episodes)	15,633 downloads
Newsletters (10)	19,435 subscriptions; 7,903 subscribers
Choice Media Channel	173,905 webinar screenings

These trends are continuing through the first seven weeks of the new fiscal year. Thus far (10/25) in October, page views on Choice360 are running 67% ahead of the same period a year ago.

Toward Inclusive Excellence

Since its launch in March 2020 *Toward Inclusive Excellence*[™] (<https://www.choice360.org/toward-inclusive-excellence/>), our DEIA-focused content channel, has made great strides, adding webinars and podcast episodes to its portfolio. Recent blog topics include Critical Race Theory, helping BIPOC employees return to campus, gauging the commitment of white academic library leaders to maintaining

racial justice activism, and banned books. As of this writing, *TIE*'s webinar on equitable staffing models, which originally drew more than 1,500 registrations, has since collected more than 1,100 views on the Choice Media YouTube channel. *TIE* has also debuted a new podcast series, featuring interviews with notable authors such as Steven S. Rogers (*A Letter to My White Friends and Colleagues: What You Can Do Right Now to Help the Black Community*, Wiley) and Martha S. Jones (*Vanguard: How Black Women Broke Barriers, Won the Vote, and Insisted on Equality for All*, Basic Books), the latter podcast coinciding with Banned Books Week 2021.

Utilizing Choice marketing channels as well as mentions in *ACRL Insider*, *ALA EDigest*, and *ALA News*, page views for blog posts have grown significantly. Through mid-October we have garnered 10,862 page views of *TIE* blog posts, about 5% of Choice web traffic overall; 1,539 *TIE* webinar registrants; 1,120 views of the *TIE* webinar recording; and over 145,000 organic Twitter impressions.

We have several new projects in development for Winter 2021/Spring 2022, notably a Chief Diversity Officer Round Table.

Racial Justice Initiative

- *As we noted in October, Choice has embarked on a new editorial initiative, the goal of which is to publish important and timely work in the area of racial and social justice. Moving beyond our previous efforts to improve the discovery and evaluation of works in this area, at the close of the year we reached an agreement with Alexia Hudson-Ward, Associate Director for Research and Learning at the Massachusetts Institute of Technology libraries, to serve as the editor in chief of a new racial justice topic strand in Choice publications.*
- *The creation of this position has no precedent at Choice and is an acknowledgement of the foundational significance that racial justice has for our society.*
- *Under Ms. Hudson-Ward's guidance, Choice will publish a series of blog posts, podcasts, and webinars on a variety of racial and social justice topics, including, among other things, organizational design; organizational management; open access; workforce engagement; programming and outreach; workplace learning and development; systemic racism; anti-racism; implicit bias; social justice; and ableism. In furtherance of this, the editor in chief will be responsible for identifying specific topics, identifying and commissioning contributors and presenters, overseeing the content-development process, and writing and/or presenting materials herself.*
- *As 2021 gets underway, we are working with Ms. Hudson-Ward to develop a project plan and publication schedule, which we will present in detail in the next installment of this document.*

Choice360.org Relaunch

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

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

Choice Reviews and Choice magazine

During the period June to late October, 2021, Choice reviewers and editors added 1,527 reviews to the Choice Reviews database.

- Number of reviews as of 25 October: 219,916
- *Choice Reviews*: Subscribing Institutions: 828. Registered users: 12,796
- *Choice magazine*: Subscribing Institutions: 514

Table 2: Choice Reviews Usage Statistics, AY2020-21

	Sessions	Page Views	Searches	Readings	Unique Reviews Read
Sep	9,527	66,608	33,450	37,364	13,181
Oct	12,313	79,462	39,378	44,019	14,051
Nov	11,631	73,443	36,177	39,897	13,888
Dec	8,021	58,039	29,585	32,184	11,200
Jan	7,414	55,301	27,346	35,747	10,717
Feb	8,431	76,354	39,462	42,062	13,937
Mar	10,212	85,137	44,745	45,059	13,485
Apr	9,180	72,446	36,950	43,922	13,308
May	6,884	57,013	30,098	32,259	10,841
Jun	5,487	62,998	41,450	30,069	14,518
Jul	4,595	39,525	21,038	36,311	19,355
Aug	5,687	42,778	21,126	22,051	7,877
TOTAL	99,382	769,104	400,805	440,944	156,358

Table 3: Choice Reviews Usage Statistics, Sept 2021 to 10/25/21

	Sessions	Page Views	Searches	Readings	Reviews Read
Sep	9,344	60,929	29,114	34,074	10,377
10/1 to 10/25	9,418	68,139	33,275	34,424	11,314

- *During November and December of 2020, Choice reviewers and editors added 691 reviews to the Choice Reviews database.*
 - *Number of reviews as of 31 December 2020: 216,823*
 - *Choice Reviews: Subscribing Institutions: 960. Registered users: 12,317*
 - *Choice magazine: Subscribing Institutions: 667*
- *Choice review production has returned fully to a print-based book distribution and assignment operation. Publishers are back to traditional, mail-based distribution of review copies, and Choice editors currently have plenty of books to assign. That said, the US Postal Service continues to face*

service disruptions, resulting in delays in delivery of books to reviewers and, consequently, delays in review publication dates. It is hoped that this situation will improve now that the end-of-year holidays are behind us.

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

Outstanding Academic Titles 2021

- We have completed production of the December issue of *Choice*, which features our premier editorial franchise, the annual Outstanding Academic Titles list (OATs). This year's list contains 440 print and digital resources from 132 publishers. It represents only about 12 percent of all the titles we reviewed during the year (almost 4,000 out of the more than 11,000 received).
- Select snippets of the 2020 Outstanding Academic Titles were utilized as content through June 2021 as a weekly eNewsletter. The weekly newsletter subscriber sign ups have grown to over 800, with continually strong open and click rates. Ten percent of our Choice360.org page visits are attributed to OAT mini list posts, available on our website at <https://www.choice360.org/choice-picks/category/outstanding-academic-titles/>.
- We will announce the 2021 Outstanding Academic Title winners on December 1.
- *The 2020 Outstanding Academic Titles were unveiled in the December issue of Choice magazine and also in Choice Reviews. Again, this year, we are offering a weekly eNewsletter delivering curated mini lists of OATs to non-subscribers. The weekly newsletter subscriber sign-ups have grown by 19% since 2019, with strong open and click rates.*

Sales

Our late-winter offer of 10% off *Choice Reviews*, valid for both new and renewing subscribers, continued to run through September 2021. By the end of the offer period, nine institutions had accepted the offer. Additionally, our offer to those institutions with current *Choice* magazine subscriptions to add *Choice Reviews* access for one year at \$79 was extended through August, garnering a disappointing five new subscriptions.

Data Management

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

Resources for College Libraries

- *RCL and RCL Career Resources* subject editors added 1,824 titles during the period 1 June to 13 October. The *RCL Plus* database, containing both of the above, currently holds 94,963 titles in total. This represents a net loss of 6,099 over this time last year as a result of a comprehensive and ongoing “weeding” initiative designed to maintain the utility and integrity of *RCL* as a “core” list.
- This year our annual peer review project targeted the 22 *RCL* history and interdisciplinary subjects and yielded 35 reports collected, an 80% return rate. The peer review of the 11 *RCL Career Resources* subjects yielded 13 reports collected, a 93% return rate. These reports were submitted to the work’s subject area editors for their consideration.
- The Choice webinar “What Subject Librarians Can Teach Us About Managing Collections: Perspectives and Best Practices” was held in September, attracting 1,219 registrants and 513 attendees. With our ProQuest (PQ) partners, we launched an EDI marketing initiative, updated the design and content on the *RCL* database homepage, refreshed the PQ-RCL product marketing page, and produced three new *RCL* e-learning video tutorials.
- *RCL and RCL Career Resources* subject editors added sixty-seven titles during this period. Total database title holdings have dropped to 100,124 since the last reporting period owing to our ongoing weeding project. Administrative work to conclude the 2020 editorial calendar and prepare for the 2021 editorial year was underway, including processing honoraria and letters of acknowledgment, distributing new subject editor agreements, and recruiting for editorial vacancies. In product development news, the Bowker Book Analysis System (BBAS) upgrades and design enhancements were released to customers.

Choice Research

In June, Choice published its 8th white paper, *Implementing and Managing Streaming Media Services in Academic Libraries* (<https://www.choice360.org/research/implementing-and-managing-streaming-media-services-in-academic-libraries/>), written by Gisèle Tanasse, Film & Media Services Librarian at the University of California, Berkeley, and underwritten by Infobase. This report documents the opportunities streaming services provide through a review of existing literature, survey data analysis, and limited practitioner interviews. It examines the factors that librarians must consider, including acquisition models, budgeting, content-use scenarios, user perspectives, and ongoing management, providing a quantifiable overview of the current streaming landscape in academic libraries. To date the paper has been downloaded over 450 times.

Choice Case Studies

Late in 2020, Choice expanded its content-marketing offerings with the addition of sponsored case studies. Case studies are fully designed, two-page features that can include images, data points, and other graphic details along with the study itself and are clearly labeled as advertising. Our first such series, examining how five libraries representing different Carnegie classes have provided a continuity of services during the COVID-19 pandemic, was published in August as *The Socially-Distanced Academic Library: A Case Study Series of Best Practices during COVID-19* (<https://www.choice360.org/blog-post/the-socially-distanced-academic-library-a-case-study-series/>). We have logged 613 case study views to date.

Choice-ACRL Webinars

Our webinar program continues to be a highlight of Choice's product portfolio. Notable topics in this quarter included:

- Emerging From COVID-19: Building Back Better: 486 attendees
- The Library's Role in Course Content Provision: Textbooks and Open Educational Resources: 506 attendees
- What Subject Librarians Can Teach Us About Managing Collections: Perspectives and Best Practices: 513 attendees
- Mission: JOY, a Panel Conversation on Creating Happiness in Troubled Times: 1,707 attendees

Table 5: Choice/ACRL Sponsored Webinars, June–October 2021

Date	Sponsor	Title	Regs	Parts
6/8/2021	OECD	Essential Reforms for a More Resilient, Sustainable, and Inclusive Economic Recovery	1,272	381
6/10/2021	ProQuest	Improving Diversity, Equity and Inclusion in Scholarly Publications: A Panel Discussion	1,164	538
6/29/2021	OECD	EMERGING FROM COVID-19: Lessons for the Future of Education	1,285	486
7/20/2021	Ex Libris	Mission Possible: Scaling Up Scholarly Communication with Smart Harvesting AI	432	183
7/21/2021	ProQuest	Text and Data Mining in the Classroom: Lessons from Wayne State University	764	337
7/29/2021	T&F	The Socially-Distanced Library: Best Practices During and After COVID-19	1,106	481
8/3/2021	BibliU	The Library's Role in Course Content Provision: Textbooks and Open Educational Resources	1,157	506
8/12/2021	ProQuest	Inclusion Efforts Across the Curriculum - A Conversation with Laila Lalami	996	386
9/9/2021	MLA	Introducing MLA Handbook Plus: The Digital Subscription Platform	982	516
9/14/2021	ProQuest	Drawing Disability, Framing Activism: Comics and Graphic Narratives for Interdisciplinary Teaching and Research	499	210
9/16/2021	BibliU	The Future of the Digital Library: Leveraging Digital Content in an In-Person Learning Environment	868	339
9/21/2021	SBRNet	Supporting Students in Sports Business with Data Analysis, Tools and Online Resources	315	142
9/28/2021	RCL	What Subject Librarians Can Teach Us About Managing Collections: Perspectives and Best Practices	1,219	513
9/30/2021	Springer Nature	Curating the Modern Curriculum: The Librarian's Role in Our Transformation to Online Learning	847	300
10/5/2021	ProQuest	Mission: JOY, A panel conversation on creating happiness in troubled times	3,653	1,707
10/7/2020	OverDrive	How academic libraries are bringing diversity, equity and inclusion to their campuses	786	368
10/12/2021	Ex Libris	Gaining a Competitive Edge Through Research Analytics	202	83
10/14/2021	SNSI	Cybersecurity in Higher Education	578	212
10/19/2021	Adam Matthew	Settlement, Slavery and Empire: British colonial rule in the Caribbean	653	293
10/27/2021	BibliU	Managing Digital Collections: How can libraries make their print and digital collections work together?	1,043	
			19,821	7,981

As we look ahead to FY22, it's already obvious that our webinar program will once again lead the pack of advertising opportunities. September and October alone had 11 programs generating \$96,500 in revenue (44% better than Sep-Oct FY21). Part of this increase comes from ProQuest's "Mission: Joy" program on October 5th, a special live event inspired by the remarkable friendship between His Holiness the Dalai Lama and Archbishop Desmond Tutu as explored in the documentary *Mission: JOY*. The webinar drew 3,653 registrants and 1,707 attendees.

View our recent webinars at <https://www.choice360.org/media/webinars/> or visit the Choice Media Channel on YouTube: <https://www.youtube.com/channel/UC4AQ1G-u32Y90X5hRzxdXrQ>.

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

Podcasts

The Authority File

The Authority File podcast features at least one topic a month, typically divided into four distinct "episodes." During academic year 2020-21 our sixty-three episodes were downloaded 15,633 times, with downloads averaging about 1,300 a month. For the period June to mid-October of this year, we hosted and produced 27 episodes:

Table 5: The Authority File Podcasts, June–mid-October 2021

Date	Series Title	Episode Title	Sponsor
6/2/2021	A Conversation with the Head of OECD's Washington Office		OECD
6/7/2021	The Academic Library (Not Quite) Post-Pandemic	Tracking Econtent Engagement	OverDrive
6/9/2021	Preparing Diverse Students for Success	The PhD Project and DSU's DEI Database	SAGE Publishing
6/14/2021	The Academic Library (Not Quite) Post-Pandemic	How to Do More with Less	OverDrive
6/16/2021	Preparing Diverse Students for Success	The Problem of the Leaky Pipeline	SAGE Publishing
6/21/2021	The Academic Library (Not Quite) Post-Pandemic	Taking Advantage of COVID Aid	OverDrive
6/23/2021	Preparing Diverse Students for Success	Fostering DEI in Publishing and Beyond	SAGE Publishing
6/28/2021	The Academic Library (Not Quite) Post-Pandemic	Making the Most Out of User Data	OverDrive
6/30/2021	Preparing Diverse Students for Success	Updating Structures of the Scholarly Ecosystem	SAGE Publishing
7/6/2021	Prison Life Writing	Defining the Genre	Wilfred Laurier
7/7/2021	Understanding & Implementing Cybersecurity	Cyber Protection for a Lay Audience	Springer Nature
7/12/2021	Prison Life Writing	Unpacking the Conversion Narrative	Wilfred Laurier
7/14/2021	Understanding & Implementing Cybersecurity	Why Are Universities Under Cyber Attack?	Springer Nature
7/19/2021	Prison Life Writing	The Limits of the Conversion Narrative	Wilfred Laurier
7/21/2021	Understanding & Implementing Cybersecurity	How to Prepare for and Combat Cyber Attacks	Springer Nature
7/26/2021	Prison Life Writing	How the History of Incarceration Affects the Narrative	Wilfred Laurier
7/28/2021	Understanding & Implementing Cybersecurity	Balancing Academic Freedom with Information Protection	Springer Nature
8/4/2021	Emerging Space Markets	Unpacking Space Commercialization	Springer Nature
8/11/2021	Emerging Space Markets	Privatizing the Business Model	Springer Nature
8/18/2021	Emerging Space Markets	Today's Major Players and Investments	Springer Nature
8/25/2021	Emerging Space Markets	Looking at Space Debris and the Latest Trends	Springer Nature
9/1/2021	The Myth of the Covid-Transformed Workplace	Are Changes Long-Lasting or Temporary?	SAGE Publishing
9/8/2021	The Myth of the Covid-Transformed Workplace	How to sustain Positive Initiatives	SAGE Publishing
9/15/2021	The Myth of the Covid-Transformed Workplace	The Changing Role of Higher Ed	SAGE Publishing
9/22/2021	The Myth of the Covid-Transformed Workplace	Unpacking Impact Disparity	SAGE Publishing
10/6/2021	The Path Toward Open Science	Background and Defining "Open"	Springer Nature
10/13/2021	The Path Toward Open Science	Let's Talk Transformative Agreements	Springer Nature

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/>

- *The Authority File continues to post strong numbers, with a current average of 1,387 downloads per month. November saw two sponsors posting two separate programs, Taylor & Francis posted a series on libraries' responses to COVID-19, and Wilfrid Laurier hosted a podcast on the biography of noted Canadian writer Timothy Findley. December brought a series on the Canadian response to COVID-19.*
- *In November and December 2020, 12 Authority File podcasts episodes were published, with approximately 160-170 listens per episode.*

Sponsored Content

- *Choice recently expanded its custom content offerings with the addition of sponsored case studies. These are short, vendor-supported reports that examine how an academic library successfully solves a challenge by implementing a new product or service. These reports describe the challenge, how the library researched a solution, how it executed the solution, and what the results were. Case studies*

are fully designed, two-page features that can include images, data points, and other graphic details along with the study itself. They are clearly labeled with sponsor logos and as “Custom” or “Sponsored” content.

Choice Bibliographic Essays:

During the period we published three lengthy bibliographic essays:

September: “(Still) Groping for Words: Usage and Slang Guides, Revisited,” a tour through the often overlooked but perennially useful—to careful writers—guides to English usage and style. Compiled and written by Edwin Battistella, faculty member in the division of humanities and culture at Southern Oregon University in Ashland, Oregon. His *Dangerous Crooked Scoundrel: Insulting the President, from Washington to Trump* (2020) was an Oregon Book Award finalist in 2021.

August: “Climate Change, Weather Disasters,” an overview of the most important sources from the past decade. Compiled and written by Bruce E. Johansen, emeritus professor of Communication and Native American Studies at the University of Nebraska at Omaha. He has published 52 books in fields spanning history, anthropology, law, and Earth sciences.

June: “The Polar Controversy between Frederick Cook and Robert Peary,” a fascinating guide to what was arguably one of the biggest scientific controversies of the early 20th century: Who was the first to reach the North Pole? Compiled and written by Robert M. Bryce, retired head librarian of Montgomery College in Germantown, MD. He is an independent scholar focusing on polar exploration, and the author of two books and numerous papers, articles, and book reviews on the subject.

These 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/>.

Operations

Summer of 2021 was a busy time for our back-office operations. In June we successfully migrated our subscription fulfillment business from ESP to Omeda, a move that required considerable set-up and training time. Joan Duquette, our business coordinator, took the lead in learning Omeda’s system and helping customers receive renewal notices, invoices, and other important information about their subscriptions.

That same month we launched a new section of Choice360 to accommodate the TIE podcast. This included creating new templates for the podcast pages, building out a TIE podcast tier in the Media section of the website, and creating a new RSS feed to alert followers of new episodes. These pages are part of the TIE advertising group, allowing us to deliver specific advertisements exclusively to this section.

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



Enabling Programs and Services Key Performance Indicators (KPIs) Report Period: June 1, 2021 to October 22, 2021

** Note: Section A: Membership Engagement includes data through July 2021. Typically, the Board would review data through April or May at their June meetings, but ALA is only able to provide membership reports through July 2021. Section B: Education has been updated through May 31, 2020.*

Enabling programs and services key performance indicators (KPI)

ACRL is committed to assessing progress in advancing the Plan for Excellence, but acknowledges that the entire plan does not need to be measured at one time. The following goals have been identified as the measurement focus for FY21 and the progress toward each to date is reported below.

Section A: Member Engagement

Goals: Maintain 60% (5,477) of ACRL's FY20 membership in FY21 and ensure that 52.3% of new members who joined ACRL between April 2019 – March 2020 renew their membership in FY21. The target retention rate is based on the average new member retention rate in the last 5 ACRL conference years.

KPIs	Data					
1. Benchmark analysis of ACRL total membership number	ACRL membership has decreased 6.17% (234) since August 2020 when membership was 9,128.					
		July FY21	July FY20	July FY19	July FY18	July FY17
	Total membership	8,662	9,226	10,284	10,228	10,598
	Change year over year	-6.11%	-10.29%	+0.55%	-3.99%	-0.22%
2. Continue to benchmark and analyze impact of new member outreach program	First-year member renewal rate: Non-conference years are shaded for comparison.					
	Year	1 st Quarter	2 nd YTD Quarter	3 rd Quarter	4 th Quarter	Year to Date
	FY21	38.1%	45.9%	51.6%	51.5%	46.1%
	FY20	44.7%	50.1%	49.0%	38.9%	46.3%
	FY19	51.2%	48.7%	47.9%	50.4%	49.2%
	FY18	53.1%	52.2%	52.3%	52.3%	52.3%
	FY17	46.8%	50.8%	50.6%	51.8%	49.9%
	FY16	41.1%	53.2%	49.1%	49.5%	48.9%
	FY15	47.8%	52.6%	52.3%	51.3%	51.0%
	FY14	50.9%	52.9%	50.8%	39.9%	48.5%
	FY13	50.1%	56.1%	54.6%	50.3%	52.9%

FY12	56.8%	57.9%	54.0%	45.7%	53.5%
FY11	62.5%	60.1%	54.0%	52.4%	57.5%
FY10	56.7%	63.3%	58.2%	60.7%	59.7%

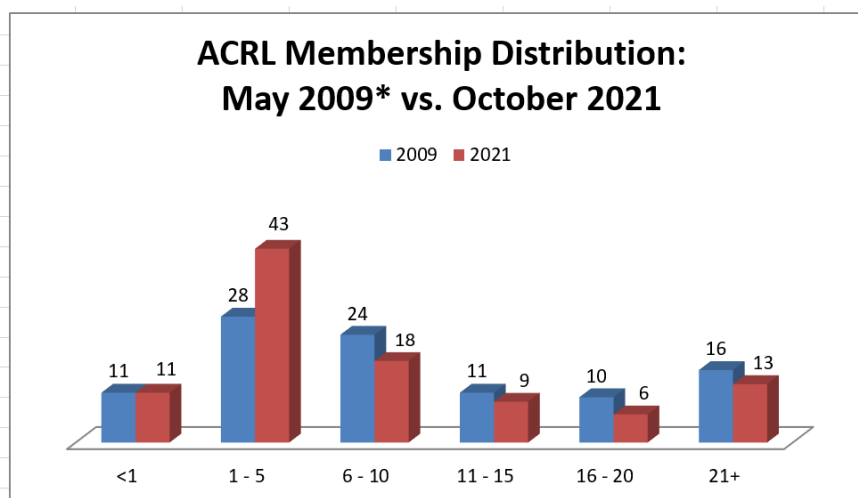
**An analysis of 433 first-year members who did not renew as of July 2021 shows that 34% (148) were regular members, 53% (230) were students, and 9% (34) were non-salaried librarians. 82% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 38% of those were regular members and 50% were students); 3% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 64% of those were regular members); 15% dropped all division and roundtable membership but retained their ALA membership (and 74% were students). The conversion rate for student members in FY21 was 65.1% (meaning that first-year members renewed for a second year) compared with 46.1% of all first-year members.

3. Benchmark by continuous years of membership

ACRL personal membership distribution for FY22 is shown below. The average ACRL membership tenure is 4.1 years (and the median length of ACRL membership is 4 years).

FY21 Q4	%	Number	FY20 Q4	%	Number
<1 yr	11	913	<1 yr	11	978
1 - 5 yrs	43	3,503	1 - 5 yrs	43	3,679
6-10 yrs	18	1,435	6-10 yrs	17	1,474
11-15 yrs	9	741	11-15 yrs	8	751
16-20 yrs	6	472	16-20 yrs	6	534
21+ yrs	13	1,040	21+ yrs	13	1,147
Total	100	8,104	Total	100	8,563*

*These numbers include only personal members. Reports were run on October 24, 2021 and October 30, 2020, and reflect total personal members as of those dates.



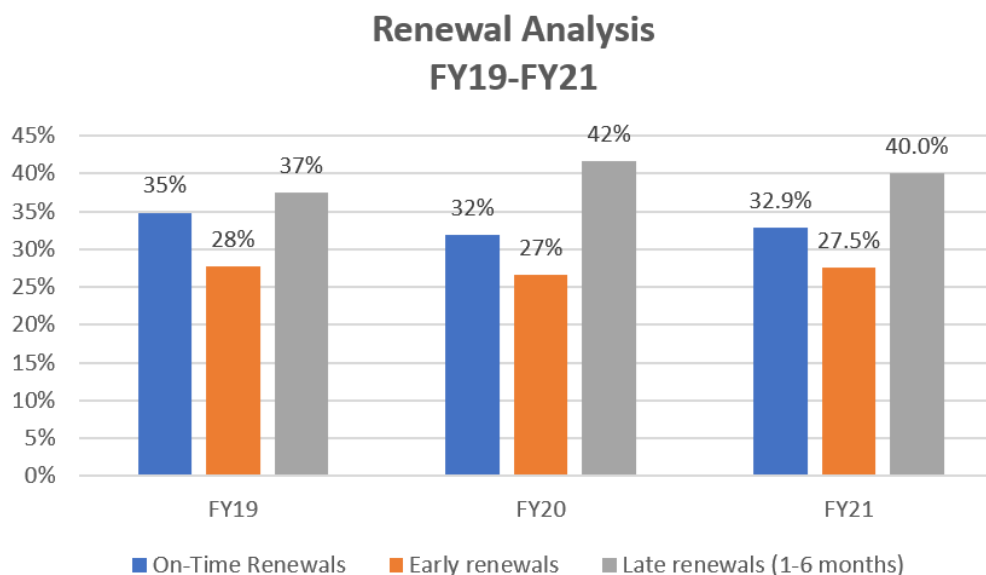
Y axis: % of total membership

X axis: # of years of ACRL membership

*Based on survey data. 23.3% of ACRL members responded to the May 2009 membership survey (with a margin for error of +/- 1.74% at the 95% confidence level). Survey data is both statistically valid and representative of ACRL membership as a whole. Years of membership is not a proxy for workplace experience. While 57% of our members have been with us 5 years or less, only 41% are new (or relatively new) to the profession according to the 2018 membership survey.

4. Assess the impact of the renewal reminder program on ACRL membership renewal rates.

Renewals for FY21 and FY19 year-to-date are illustrated below. As of July 2021, the renewal rate for ACRL members was 49.6%. Of that number, 60.4% renewed on or before their membership anniversary, and the percentage of late renewals has increased 7.1% over FY19.



Section B: Education

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

KPIs	Data					
5. Quality assessment and learning outcomes						
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY21 Overall
	Average overall quality assessment	77%	87%	84%	88%	84%
	* Event specific details can be found in Document 1.4 the Executive Director’s Plan for Excellence Activities Report.					
6. Participant learning	Self-reported learning outcomes data from professional offerings detailed above:					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY21 Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	88%	87%	89%	92%	89%
	Note: Event specific details can be found in Document 1.4 the Executive Director’s Plan for Excellence Activities Report.					

7. Likely to Recommend	40% Participants enthusiastically recommend ACRL professional development.					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	FY1 Overall
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	52%	51%	51%	69%	56%

- This includes every evaluation returned, even if a course had only 1 response.

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



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Dissolving the ACRL Media Resources Discussion Group

Submitted by: Lauren Carlton, ACRL Program Coordinator

Date submitted: 9/8/2021

Background

The ACRL Media Resources Group has not had an active convener for a year now. After repeated attempts to contact the old convener, there has been no response. The group only has 17 members in ALA Connect and there has only been one discussion post, which was three months ago. Due to inactivity and lack of leadership, I recommend the group be dissolved.

Stakeholders

Yes, previous leadership.

Fiscal and Staffing Impact

This will impact staff time regarding maintaining the discussion group space. If approved, staff will remove the ALA Connect group, update the ACRL Director of Leadership and membership materials.

Action Recommended

That the ACRL Board of Directors approves the dissolution of the ACRL Media Resources Discussion Group.

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ 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.

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: Companion Document to the ACRL Framework for Information Literacy for Higher Education: Research Competencies in Writing and Literature

Submitted by: Elizabeth Burns, ACRL Standards Committee Chair

Date submitted: October 14, 2021

Background

In 2016, the ACRL Literatures in English Section (LES) Working Group to Update the LES Research Competencies began work updating the "Research Competency Guidelines for Literatures in English" to align the guidelines with the ACRL "Framework for Information Literacy for Higher Education."

Members of the working group reviewed literature related to information literacy in English and related disciplines -- such as journalism, creative writing, digital humanities, and writing and rhetoric -- and gathered disciplinary guidelines and standards to prepare for writing a draft. In 2018, the working group wrote a draft of the new document and sought reviewers in libraries and disciplinary departments to read and comment on the document. Comments on the draft document were also solicited from a variety of subject experts.

The aim of the "Companion Document to the ACRL Framework for Information Literacy for Higher Education: Research Competencies in Writing and Literature" is to provide librarians concepts for improving information literacy for novice and expert learners of writing and literature, tools to help create learning objectives for information literacy instruction in these same areas, and ways to align their teaching practices with the ACRL Framework. These concepts and tools are structured to mirror the ACRL Framework, so librarians will find knowledge practices and dispositions for learners of writing and literature underneath corresponding threshold concepts.

In 2019, the working group sought feedback on the document from the LES membership through various section lists, the section newsletter, and a virtual public hearing. The working group took ideas and suggestions from this feedback into consideration and made subsequent revisions to the draft. Additional details on the feedback process are available in the attached Standards Transmittal Form.

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

The ACRL Information Literacy Standards and Frameworks Committee (ILFSC) reviewed the document in July 2021 and voted to move it forward to the ACRL Standards Committee. The Standards Committee considered the recommendation of ILFSC and approved the document in September 2021.

Actions Recommended

That the ACRL Board of Directors approves the “Companion Document to the ACRL Framework for Information Literacy for Higher Education: Research Competencies in Writing and Literature” as a revision of the existing “Research Competency Guidelines for Literatures in English.”

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

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.

☐ Other: _____

Companion Document to the ACRL Framework for Information Literacy for Higher Education: Research Competencies in Writing and Literature

Association of College and Research Libraries
Literatures in English Section

Contents

Introduction	1
Purpose of the Framework Companion	1
Audience	1
Timeline of the Revision	2
Contributing Members of the Working Group to Update the Research Competencies in Writing and Literature Framework	2
Literary Scholarship	2
Assessment	3
Works Consulted	3
Research Competencies in Writing and Literature Framework	5
Authority Is Constructed and Contextual	5
Knowledge practices:	5
Dispositions:	5
Information Creation as a Process	6
Knowledge Practices:	6
Dispositions:	7
Information Has Value	7
Knowledge Practices	8
Dispositions	8
Research as Inquiry	9
Knowledge Practices	9
Dispositions	10
Scholarship as Conversation	10
Knowledge Practices	11
Dispositions	11
Searching as Strategic Exploration	11
Knowledge Practices	12
Dispositions	12
For Further Reading	13

Introduction

Purpose of the Framework Companion

In accordance with the formal adoption of the *Framework for Information Literacy for Higher Education* in 2017, the Association of College and Research Libraries' (ACRL) Literatures in English Section (LES) seeks to provide guidelines for helping librarians collaborate with faculty, students, and researchers in creating new literary scholarship and creative works through navigating and engaging with texts and scholarship. The aim of this document is to provide librarians:

- 1) concepts for improving information literacy for novice and expert learners of writing and literature,
- 2) tools to help create learning objectives for information literacy instruction in these same areas, and
- 3) ways to align their teaching practices with the *ACRL Framework*.

These concepts and tools are structured to mirror the *ACRL Framework*, so librarians will find knowledge practices and dispositions for learners of writing and literature underneath corresponding threshold concepts. As stated in the *ACRL Framework*, "*knowledge practices*...are demonstrations of ways in which learners can increase their understanding of these information literacy concepts, and *dispositions*...describe ways in which to address the affective, attitudinal, or valuing dimension of learning." Knowledge practices help with developing assessable outcomes, and dispositions are developed over time, and come with mastering a threshold concept. This Framework companion recognizes that not all learners will be at the same level in every classroom setting. Novice, intermediate, and expert learners will make progress toward certain concepts at different times and with different abilities, and the following learning objectives recognize that. For librarians consulting this document, be aware that each disposition or knowledge practice can be tailored to consider the various learning stages.

Audience

While the primary audience for this document are academic writing and literature librarians, educators in the discipline of writing and literature, in addition to academic librarians from other disciplines, are also stakeholders. For those outside the writing and literature discipline, use this document as a complement to your own subject-specific companion document in order to align your teaching practices with the *ACRL Framework*.

In line with the [LES Anti-Racist Action Plan](#) to better integrate equity, diversity, and inclusion (EDI) into the section's overall practice, this document is intended to be open, usable, and living. We welcome a diversity of voices and reflections about this document and encourage feedback via this linked form: [Feedback for the Research Competencies in Writing and Literature Companion Document to the ACRL Framework for Information Literacy for Higher Education](#).

Timeline of the Revision

The original *Research Competency Guidelines for Literatures in English* were implemented in October 2004 and revised in January 2007. In 2016, the ACRL Literatures in English Section formed a working group to revise the *Guidelines* to align with the *Framework for Information Literacy for Higher Education*. Members of the working group reviewed literature related to information literacy in English and related disciplines -- such as journalism, creative writing, digital humanities, and writing and rhetoric -- and gathered disciplinary guidelines and standards to prepare for writing a draft. In 2018, the working group wrote a draft of the new document and sought reviewers in libraries and disciplinary departments to read and comment on the document. In 2019, the working group sought feedback on the document from the LES membership, taking their ideas and suggestions into consideration and making subsequent revisions in 2021.

Contributing Members of the Working Group to Update the Research Competencies in Writing and Literature Framework

Kristina M. De Voe, Chair

Hillary A. H. Richardson, Past-Chair/Co-Chair

Daniel P. Coffey, Past Co-Chair

Kelly M. Blanchat

Jodie Borgerding

Camille Cooper

Mark Dahlquist

Kelly Diamond

Erin Durham

Nancy Foasberg

Arianne Hartsell-Gundy

Natalie M. Ornat

Matthew Roberts

Lydia Anne Willoughby

Literary Scholarship

As with many disciplines, literary research involves a conversation between one person (e.g. an author, scholar, student, etc.) and a host of other people (e.g. publications, scholars, peers, etc.) across time and space about a “text” or ideas relating to that text. Traditionally, “text” has been defined as a work or body of written literature, but it has come to mean anything that can be analyzed and interpreted in a similar fashion (e.g. visual and/or digital media, historical documents, formal or informal publications, etc.). By engaging in conversation with others about the text’s meaning, literary research seeks to create new meanings from these texts. In subsequent references to “text” or “texts” in this document, we are referring to both the object of analyzation (e.g. novel, poem, image, media, etc.) and the product of that analysis (e.g. literary scholarship, analysis arguments, close readings, digital edition, etc.).

In order for these conversations to take place, scholars need to have an understanding of the breadth and depth of research necessary before, during, and after this conversation. Part of this research is thinking through the approach to the text that a scholar will be taking because different approaches to theory and interpretation will require different tools and methods, and/or modes of reading and writing. Additionally, literary scholarship often takes place in a hybrid ecosystem, in which students and scholars are expected to work within print and digital media. They are also expected to gather sources from a variety of authors, dates, and publications, and they are increasingly expected to interact with scholarship and research methods from other disciplines. And with the emergence of new areas, such as digital humanities, many literary scholars are required to manage large amounts of data.

Those embarking on this research -- whether as a novice in an introduction to composition class, an intermediate in a creative writing course, or an expert in an upper-level seminar -- have the potential to create new knowledge not only through their own original ideas, but also by engaging with tools and resources available in a growing number of hosts, platforms, formats, and even disciplines. There are an increasingly

number of ways to access pieces of these conversations; thus, it is important for librarians and instructors to assist undergraduate and graduate students, and for librarians to help other faculty and scholars at large, in understanding, locating, and engaging with the various ways in which the discipline of English Studies continues to ordain and encourage this research.

Assessment

Assessment can help librarians and instructors understand the extent to which students are able to develop these knowledge practices and dispositions. Assessment strategies and designs will vary according to factors such as the type of instruction offered (e.g. full-credit course, one-shot session, embedded, online module, etc.), student academic status (first year, undergraduate, graduate, etc.), as well as other variables. Examples of assessments contributed by teaching librarians can be found within the [ACRL Sandbox](#) and [Project CORA](#).

Works Consulted

Foasberg, Nancy M. "Teaching Citation Rhetorically: Reading, Not Just Writing." College Composition and Communication Conference, 2017. CUNY Academic Works.
academicworks.cuny.edu/qc_pubs/158/.

"Framework for Information Literacy for Higher Education," American Library Association, 2015.
www.ala.org/acrl/standards/ilframework.

"Framework for Success in Postsecondary Writing," Council of Writing Program Administrators et al., 2011.
wpacouncil.org/aws/CWPA/asset_manager/get_file/350201?ver=7548.

"Guidelines for Primary Source Literacy," SAA-ACRL/RBMS Joint Task Force on Primary Source Literacy, 2018. www2.archivists.org/standards/guidelines-for-primary-source-literacy.

"Research Competency Guidelines for Literatures in English," ACRL Literatures in English Section, 2007.
www.ala.org/acrl/standards/researchcompetenciesles.

Research Competencies in Writing and Literature Framework

Authority Is Constructed and Contextual

While traditional forms of scholarship (e.g. scholarly monographs, peer-reviewed journal articles, etc.) are still widely considered to be authoritative among literary learners and instructors, emerging and less traditional information resources (e.g. online publications and digital projects, scholarly blogs, social media, etc.) have an impact on the creation of new knowledge. Constructing authority in literary scholarship has traditionally relied on recognizing the resource's reputation somehow -- be it the publisher, author, editor, or institution, or authority as a creative practitioner -- and it continues to do so. However, authority of literary resources also relies on the context of the scholar's research question, and the question can enhance the authoritativeness of those emerging and less traditional information resources. Novice learners will easily recognize authority by relying on resources approved by their instructors, and expert learners will begin to rely on other avenues as they discover who and what constitutes "authority" in their research area.

Knowledge Practices:

Learners of writing and literature who are developing their information literate abilities:

- Use a literary critic's formal writings to provide a pool of references and their less formal writings to access the scholarly conversations on the topic;
- Differentiate among primary, secondary, and tertiary sources, and realize that each of them establishes authority within the context and development of the research question;
- Identify types of resources (e.g. dissertations, book reviews, review articles, peer-reviewed publications, etc.) that lend additional authority to their own arguments. Each of these sources may use different strategies to establish its own authority, depending on its genre and context, and each type of source plays a different role in establishing the authority of the author who quotes or cites it;
- Contextualize the research question using a multitude of formats (including, but not limited to scholarly monographs and book articles) that speak to a multitude of audiences;
- Use information resources such as professionally established databases (e.g. *MLA International Bibliography*), "grey literature" (e.g. preprint material in institutional repositories, an individual's resume or online profile), and less traditional publications (e.g. posts on social media, content on a website, the result of a digital humanities project, etc.) to gather information within appropriate contexts;
- Incorporate multiple points of view as evidence to create and establish their own authority;
- Differentiate between the purposes and scholarly weights of different editions (e.g. revised, critical, festschrift, etc.); and
- Use rhetorical strategies to consistently examine the processes by which they choose and evaluate scholarship, and how those processes might be shaped by individual or cultural systems.

Dispositions:

Learners of writing and literature who are developing their information literate abilities:

- Develop and maintain an open mind when encountering varied and sometimes conflicting perspectives;
- Recognize how genre conventions (e.g. citation styles, tone, and medium) shape and are shaped by readers' and writers' practices and purposes, and employ those conventions within their own writing;
- Recognize that certain conventions (e.g. formal and informal rules of content, organization, style, evidence, citation, mechanics, usage, register, and dialect) establish some level of credibility within a discipline;
- Understand that some markers within a citation (e.g. domain name, author, publisher, journal name, etc.) carry more weight than others for certain audiences; Within this, learners will also understand how publishers and presses often serve as markers of the authority related to source content (e.g. university presses, popular and trade publication houses, independent publishers, open-friendly publishers, etc.);
- Develop awareness of the importance of assessing content with a critical stance and with a self-awareness of their own biases and worldview; and
- Value social interactions with scholarly communities as a way to build authority.

Information Creation as a Process

As the discipline of English Studies concerns itself with the interpretation of texts, the context and processes by which information is created are important in understanding literary scholarship, creative works, digital projects, and other primary sources. Literary scholarship produces many types of resources, including monographs, book chapters, journal articles, dissertations, and websites. At the same time, the texts that are the subject of scholarship may also be broadly construed, including prose, drama, poetry, and film, or newer literary products. Most of these resources undergo some kind of peer review process; however, the specifics may vary among formats. With the emergence of new areas, such as digital humanities, scholars are using new methodologies and creating digital resources and tools unlike traditional scholarship. These projects are often more collaborative than traditional literary scholarship and undergo a very different publication process. Literary research may also include the use of sources such as interviews, social media, and historical primary documents in order to put literary works into a useful context. The key to interpreting and accessing literary texts and scholarly works depends on understanding how they are created and published. Novice learners may focus on information creation through close readings, and if they seek out secondary texts to support their argument, they may primarily use those that are clearly identified as scholarly or peer-reviewed, and might not engage with primary or historical documents. Expert learners will understand the purpose of using peer-reviewed sources and will evaluate scholarly and non-scholarly sources with consideration of the processes used to create them. Expert learners will also understand the advantages of collaboration and the peer review process as they create their own arguments, interpretations, and creative works.

Knowledge Practices:

Learners of writing and literature who are developing their information literate abilities:

- Articulate the benefits and limitations of the peer review system;
- Distinguish among various types of secondary sources, including book chapters and journal articles, by looking at the citation, skimming the source itself, or recognizing where they found it (e.g. if they found a description of the source in an index);
- Differentiate between primary sources that are original works and also contemporaneous texts;
- Use primary sources and scholarly secondary sources appropriately in their scholarly and creative writing endeavors;

- Select appropriate editions to consult in the process of their scholarly work, with the understanding that a critical edition of a primary work could be more useful than another edition;
- Access literary scholarship in print and online, both through library databases and via open access sources;
- Recognize emerging methodologies, including digital humanities methodologies, and identify the kinds of work they make possible; and
- Recognize how the accessibility of texts and publication formats can influence who uses the materials.

Dispositions:

Learners of writing and literature who are developing their information literate abilities:

- Understand the structure of information and modes of production/publication within the field of literary research;
- Value the characteristics of literary works (i.e. primary sources) that indicate the nuances of their authorship, production, and dissemination in their historical context;
- Seek out the characteristics of literary scholarship (i.e. secondary sources) that indicate their methodologies, theoretical lenses, and publication processes;
- Acknowledge the value of different types of scholarly resources, including journal articles and book chapters, as well as less traditional sources, like social media and blog posts;
- Are critically engaged with the variety of formats and modes through which literary scholarship is developed;
- Accept that the differences between primary and secondary sources are often contingent upon the context in which they are being referenced; and
- Recognize that the formats and resources available for developing and publishing literary scholarship are rapidly expanding, in addition to being increasingly open and collaborative.

Information Has Value

Though literary scholarship is often discussed as the consumption of resources and the implications of how to consume responsibly, novices and experts in writing and literature should also understand author rights as information creators and make informed decisions regarding the potential publication, preservation, distribution, and, in some cases, monetary value of their creative and scholarly works. Some literary practices, such as anthologizing and canonizing, can intentionally or unintentionally marginalize authors, literary texts, and scholars. The means to create, publish, and preserve primary and secondary sources, and the structures that mediate access to such content, impact the ability to study or create literature. Thus, it is important to critically examine the structures of power that often privilege the written word and published texts over oral traditions or digital outputs. Novice learners will understand citation practices as a way to acknowledge the accomplishments of others, synthesize the literature, and to connect one's own creative or scholarly output to previously produced work. Experts will recognize that cultural, economic, historical, and legal factors frequently construct information's perceived value, and critically engage with such factors in order to produce new scholarship.

Knowledge Practices:

Learners of writing and literature who are developing their information literate abilities:

- Cite and appropriately synthesize information from primary and secondary sources, including those that appear in traditional formats (e.g. monograph, scholarly journal article, etc.) and in less traditional formats (e.g. scholarly blog, user-generated content, digital exhibit, etc.);
- Articulate the purpose and distinguishing characteristics of copyright, fair use, open access, and the public domain, and engage with material in each category;
- Determine when, why, and how to identify information from a variety of scholars (including traditionally underrepresented, marginalized, international, etc.), publishers (including university presses, independent presses, etc.), and organizations (including non-for profit, literary foundations, etc.);
- Review scholarly bibliographies, conferences, course descriptions, etc. to understand how scholarly conversations value, devalue, or exclude academic or artistic contributions;
- Seek out anthologies, bibliographies, oral traditions, or crowd-sourced tools to understand the complexities of “canon formation” and be critical of scholarly practices that are exclusionary; and
- Discern the variety of licenses and publication formats (e.g. print, digital, multimodal, preprints, open access, etc.) that are available to make one’s intellectual and creative work accessible to a broader public.

Dispositions:

Learners of writing and literature who are developing their information literate abilities:

- Value the skills, time, and effort needed to produce literary works, digital projects, scholarship, and knowledge;
- See themselves as creators of scholarly and creative output who have the ability and knowledge to decide how to best distribute, preserve, and represent their work;
- Examine their own information privilege or lack thereof, and critically evaluate the conditions that either provide or limit access to information;
- Recognize that the copyright status of information (e.g. subject to copyright, public domain, or fair use, etc.) often determines whether or not a researcher or author can use that information to create new scholarship or creative work;
- Discern how book history and publishing practices influence and inform literary analysis and literary writing;
- Understand that the date of publication influences the meaning and use of a creative or scholarly work, and therefore should be taken into account when using for scholarly purposes (e.g. interpreting the work, formulating the research question, etc.);
- Recognize different modes of literary analysis and understand that their relevance or appropriateness can change over time;
- Acknowledge that archives, collections, and repositories require ongoing resources to preserve materials and make them accessible; and that these materials are shaped by the selection and mediation of individuals (e.g. collectors, archivists, publishers, etc.), potentially impacting their availability;
- Acknowledge literature’s capacity to create and resist exclusionary structures;
- Recognize that issues such as language barriers, printing history, translation, and non-compliance with accessibility standards can affect access to information sources; and

- Understand that intellectual property is a legal and social construct that varies by culture and historical context, and often privileges the published text over oral traditions

Research as Inquiry

Research in writing and literature is a process-based exploration of a text that centers interpretive meaning-making through the acts of reading, interpretation of texts through theoretical lenses, and interrogations of the text itself. Reading, research, and meaning-making in literary research are deeply tied to an iterative process of inquiry; they produce discursive analysis, critical inquiry, and conversations across communities of readers. Research also shifts original questioning and expands into further inquiry and interpretation, sometimes as a result of realizing limitations or discovering new possible avenues. Furthermore, writing, digital scholarship, and literary research are increasingly interdisciplinary endeavors that contextualize historical, social, and/or cultural meanings. Learners in writing and literature begin to hone their methods of investigation by learning to situate themselves as readers who are aware of the perspectives that they bring to a text. Typically, novice learners will have a line of inquiry or interpretation based on general ideas that are not necessarily grounded in existing conversations or publications, and they may not have a concrete plan or method for how to answer those inquiries. Expert learners usually form a research question based on knowledge of a body of work or evidentiary claim, and are able to plan ahead to answer that question through resources and people who provide research services.

Knowledge Practices:

Learners of writing and literature who are developing their information literate abilities:

- Perform critical readings and analyses of literary scholarship on an author, genre, or discipline;
- Pose research questions that are appropriate in scope and method, relevant to a scholarly audience, and based in textual evidence;
- Address layers of interpretation and context, and can interpret readings with complexity, moving beyond a binary analysis;
- Uncover implicit bias in a literary canon, incorporating historical, social, and cultural disciplines that highlight identities and the intersections of marginalized voices;
- Notice voices absent from narratives, look for unspoken and missing meanings, and analyze context and genre both in terms of presence as well as absence;
- Use information not explicitly related to a particular text in order to put that text into the context of its genre or historical period or race, class, and/or gender (e.g. exploring scholarship from other disciplines);
- Use information sources for distinct purposes and identify different modes of narrative and style corresponding to a variety of audiences and readers;
- Use a variety of source types, formats, authors, and genres for one line of inquiry so that the representation of sources is equitable, diverse, and inclusive;
- Analyze both the structural and the symbolic meanings possible for interpretation in a text;
- Outline or illustrate their research process and communicate their reasoning when evaluating their choice of information sources;
- Employ digital humanities methods and tools when appropriate, and interpret and analyze texts across multimodal formats; and

- Utilize emerging technologies, methodologies, or digital tools to analyze existing literature and scholarship or to produce new scholarship or creative works when appropriate.

Dispositions:

Learners of writing and literature who are developing their information literate abilities:

- Realize that texts hold multiple forms of interpretation and meaning-making and exist within multiple contexts;
- Read scholarship and other texts with a continually critical view, and continually develop questions throughout the process of resource gathering;
- Recognize the inherently difficult process of developing a line of inquiry, and develop ways to address the emotional labor of research;
- Address ambiguities and engage with multiple and diverse voices, moving beyond a binary oppositional rhetoric;
- Ask questions of one's own research practices (e.g. research questions, sources, process, scope, etc.);
- Understand that question-asking is an iterative process; and
- Recognize one's own perspective while reading and interpreting a text, and recognize the expertise and lived experiences of others.

Scholarship as Conversation

Scholarly and research conversations in writing and literature disciplines center around the interpretation and analysis of texts via close and distant reading combined with the application of theoretical lenses, prior debates, archival material, other disciplinary approaches, and, increasingly, digital tools. There is no one single methodological approach to or definitive interpretation of a text: meaning-making is an individual practice as different readers bring different perspectives to bear on their analyses of a given text. At the same time, meaning-making is a discursive practice that evolves over time, contextualizing historical, linguistic, social, or cultural perspectives, excluding some voices and privileging others. The variety of critical perspectives points to not only the interdisciplinary nature of the field, but also an emerging, collaborative one. Experts actively seek out a variety of critical perspectives from various venues (e.g. professionally established databases, scholarly book reviews, citations, etc.) and trace the threads of discourse surrounding a text so as to identify relevant entry points for engaging in the conversation. Novice learners may take longer to recognize distinct perspectives of the whole conversation. Both novice learners and experts participate in the conversation by making informed choices about where and when to participate. Experts use both traditional and less traditional avenues for engaging and sharing (e.g. presentations at conferences, articles in scholarly journals, drafts in a repository, posts on social media, content on a website, etc.). Novice learners might participate in sharing their scholarship within the context of a peer review assignment, in an online discussion group, or as part of a class presentation. Above all, both novice and expert learners use and document the sources of their research using established disciplinary conventions, linking their interpretation to the broader scholarly conversation.

Knowledge Practices:

Learners of writing and literature who are developing their information literate abilities:

- Contribute to scholarly conversations at an appropriate level, such as classroom discussion, online forum/community (e.g. Goodreads/Amazon, Wikipedia entry, social media, etc.), undergraduate research journal, conference presentation, poster session, etc.;
- Appropriately cite primary and secondary sources of all formats, using the conventions of an appropriate style guide, such as the *MLA Handbook*;
- Critically evaluate others' contributions by questioning what the writer is responding to, noting which citations are used, and recognizing where the conversation is taking place (e.g. journal article, book chapter, marginalia, book review, blog post, crowdsourced project, social media, etc.);
- Analyze scholarly bibliographies, dissertations, conferences, course descriptions, information visualizations, etc. to recognize how scholarly conversations evolve over time, while sometimes privileging certain voices and information over others; and
- Turn to relevant reference resources (e.g. guides to literary theory and criticism, encyclopedias of poetry, dictionaries of literary terms, etc.) for guidance in acquiring, defining, and using the vocabulary necessary to enter the scholarly conversation.

Dispositions:

Learners of writing and literature who are developing their information literate abilities:

- See themselves as contributors to scholarship rather than only consumers of it;
- Consider carefully whether, when, and where to enter the scholarly conversation;
- Recognize that the critical and theoretical landscape (e.g. critics, schools, movements, periods, critical innovations, etc.) is diverse, global, increasingly interdisciplinary, and, sometimes, steeped in competing histories, thus providing multiple approaches, perspectives, and modes of inquiry;
- Appreciate that interpretations of and debates on literary texts evolve over time as new voices enter the scholarly conversation;
- Recognize that the contemporary language used to describe literary scholarship can change over time, and requires attention to differences in vocabulary (e.g. controlled vocabulary in a database, synonymous keywords in a search, etc.);
- Seek perspectives from outside of language and literary disciplines when necessary, looking to relevant fields (e.g. film studies, media studies, disability studies, gender studies, etc.);
- Recognize that with the emergence of new areas, such as digital humanities, evolving methodologies and tools will help promote new forms of literary scholarship that is more collaborative and interdisciplinary;
- Understand that barriers to accessing a variety of texts (e.g. paywalls, gatekeeping, university affiliation, etc.) may affect the scholarly conversation or exclude voices from it; and
- Observe that certain conventions are expected by different audiences when entering into an ongoing scholarly conversation (e.g. formal and informal rules of content, organization, style, evidence, citation, mechanics, usage, register, dialect, etc.), acknowledging how these expectations are shaped by historical, cultural, and societal norms, biases, and/or prejudices.

Searching as Strategic Exploration

Research in writing and literature begins as most research does: with a question. Encompassing inquiry, discovery, and serendipity, research in writing and literature includes identifying both possible relevant sources and the means to access those sources. Expert learners realize that information searching is a culturally and historically contextualized experience with several steps, influenced by the cognitive, affective, and social dimensions of the researcher. Novice learners tend to use simple or fewer search strategies, relying on things like the title of the work and the name of the author, while experts often employ various search strategies, depending on the sources, scope, and context of the information needed. Developing an explicit search strategy or project plan with clear goals is itself a sign of competency as a researcher. Furthermore, novice learners may search a limited set of resources (e.g. referring to faculty reading lists, using readily available library or internet resources, etc.), while experts may search more broadly and deeply, (e.g. searching for primary source collections, reading experts' blogs, browsing relevant call number ranges, etc.) to determine the most appropriate information for their project.

Knowledge Practices:

Learners of writing and literature who are developing their information literate abilities:

- Design a search strategy and timeline that recognizes the scope of the project (e.g. research for a 3-5 page class assignment requires a different search strategy than research for a peer-reviewed journal article);
- Consult varied resources based on the perceived canonical status of the author and the lenses used to analyze the work(s);
- Identify scholars, theorists, professional organizations, and publishers who are engaged in related studies across a variety of information platforms;
- Match information needs and search strategies to appropriate search tools (e.g. subject-specific databases, open access tools, reference works, digital or physical primary source collections, repositories, bibliographies of related works, etc.);
- Identify relevant search language based on historical (e.g. changes in terminology over time), cultural (e.g. using vernacular language as appropriate), technological (e.g. transcription or OCR errors), and disciplinary contexts (e.g. selecting synonyms for interdisciplinary concepts);
- Identify broader, narrower, and related terms appropriately beyond the author and title searches (e.g. using genre terms or subject headings to identify sources);
- Manage searches by using advanced database features (e.g. saved search history and search alerts), keep track of both previous search strategies and newly-available scholarly information, and manage search results (e.g. engage citation management software) to organize resources; and
- Seek guidance from experts, such as librarians, researchers, and scholars in the appropriate field(s);

Dispositions:

Learners of writing and literature who are developing their information literate abilities:

- Understand that first attempts at searching do not always produce adequate results;
- Exhibit mental flexibility and creativity, pivoting search strategies when necessary;
- Realize that information sources vary greatly in content and format, and that they have varying relevance and value, depending on the needs and nature of the search and the analysis the researcher is doing;

- Understand the scope, hierarchies, and entry points of databases and other information repositories in order to access relevant information;
- Recognize how structures of information and classification may contain inherent prejudices (e.g. how historical subject terms include language that is no longer accepted);
- Understand how scholars create, present, publish, and disseminate work in the humanities, and utilize this understanding to create effective search strategies;
- Recognize the value of browsing and other serendipitous methods of information gathering; and
- Persist in the face of search challenges, and know when they have enough information to complete the information task.

For Further Reading

ACRL Framework for Information Literacy Sandbox. sandbox.acrl.org/.

Booher, Dustin and Kevin B. Gunn. *Literary Research and the Anglo-Saxon and Medieval Eras: Strategies and Sources*. Rowman & Littlefield Publishers, 2020.

Bowers, Jennifer and Peggy Keeran. *Literary Research and the British Renaissance and Early Modern Period: Strategies and Sources*. Scarecrow Press, 2010.

Christenberry, Faye H. *Literary Research and the Literatures of Australia and New Zealand: Strategies and Sources*. Scarecrow Press, 2010.

Christenberry, H. Faye, et al. *Literary Research and Postcolonial Literatures in English: Strategies and Sources*. Scarecrow Press, 2012.

Community of Online Research Assignments. www.projectcora.org/.

Courtney, Angela. *Literary Research and the Era of American Nationalism and Romanticism: Strategies and Sources*. Scarecrow Press, 2007.

Elmborg, James K. and Sheril Hook. *Centers for Learning: Writing Centers and Libraries in Collaboration*. Association of College and Research Libraries, 2005.

Graff, Gerald and Cathy Birkenstein. *They Say, I Say: The Moves that Matter in Academic Writing*. 4th ed. Norton, 2018.

Harner, James L. *Literary Research Guide: An Annotated Listing of Reference Sources in English Literary Studies*. 5th ed. Modern Language Association, 2008. 6th ed. available online at en.wikisource.org/wiki/Literary_Research_Guide.

Hartsell-Gundy, Arianne, et al., editors. *Digital Humanities in the Library: Challenges and Opportunities for Subject Specialists*. American Library Association, 2015.

Hofer, Amy R., et al. "Troublesome Concepts and Information Literacy: Investigating Threshold Concepts for IL Instruction." *Portal: Libraries & the Academy*, vol. 12, no. 4, Oct. 2012, pp. 387–405. doi.org/10.1353/pla.2012.0039.

- Keeran, Peggy and Jennifer Bowers. *Literary Research and the British Eighteenth Century: Strategies and Sources*. Scarecrow Press, 2013.
- Keeran, Peggy, and Jennifer Bowers. *Literary Research and the British Romantic Era: Strategies and Sources*. Scarecrow Press, 2005.
- Lewis, Alison M. *Literary Research and British Modernism: Strategies and Sources*. Scarecrow Press, 2009.
- Matthews, Greg J. *Literary Research and Irish literature: Strategies and Sources*. Scarecrow Press, 2008.
- Matuozzi, Robert N. and Elizabeth B. Lindsay. *Literary Research and the American Modernist Era: Strategies and Sources*. Scarecrow Press, 2008.
- McCafferty, Bridgit and Arianne Hartsell-Gundy. *Literary Research and British Postmodernism: Strategies and Sources*. Rowman & Littlefield, 2015.
- Meyer, Jan, and Ray Land. "Threshold Concepts and Troublesome Knowledge: Linkages to Ways of Thinking and Practising Within the Disciplines." *Enhancing Teaching-Learning Environments in Undergraduate Courses Project*, Occasional Report 4, May 2003, www.etl.tla.ed.ac.uk/docs/ETLreport4.pdf.
- Reznowski, Gabriella. *Literary Research and Canadian Literature: Strategies and Sources*. Scarecrow Press, 2011.
- Sheridan, Jean, editor. *Writing-Across-the-Curriculum and the Academic Library: A Guide for Librarians, Instructors, and Writing Program Directors*. Greenwood Press, 1995.
- Stein, Linda L. and Peter J. Lehu. *Literary Research and the American Realism and Naturalism Period: Strategies and Sources*. Scarecrow Press, 2009.
- Van Vuuren, Melissa S. *Literary Research and the Victorian and Edwardian Ages, 1830-1910: Strategies and Sources*. Scarecrow Press, 2010.
- Witsell, Emily. *Literary Research and American Postmodernism: Strategies and Sources*. Rowman & Littlefield, 2016.

Transmittal Sheet for Draft Standards and Guidelines

Title of Standard or Guideline: Companion Document to the ACRL Framework for Information Literacy for Higher Education: Research Competencies in Writing and Literature

Section or Committee Submitting: ACRL LES Working Group to Update the LES Research Competencies

Submitting Section or Committee Chairperson: Kristina M. De Voe, Chair, ACRL LES Working Group to Update the LES Research Competencies

Date of Previous Version: June 2007

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

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

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

- ACRL LES-L -- July 2019
- ACRL LES Exec-L -- August 2019
- ACRL LES-L -- December 2019
- ACRL LES Exec-L -- February 2020

__X__ Published in Section newsletter (date): *Biblio-Notes*, "[Updated "Research Competencies in Writing and Literature": Seeking Feedback](#)," Spring 2019.

__X__ Public hearing held [optional] (date): December 10, 2019 (virtual event; recording available at <https://youtu.be/1kAB9MPuCV0>)

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

- Amy Mallory-Kani, Assistant Professor of English, Mississippi State University, October 2018
- Caitlin Shanley, Coordinator of Learning and Student Success, Temple University, November 2018
- Kristin Moriah, Assistant Professor of English Language and Literature, Queen's University, October 2018
- Susan Yager, Morrill Professor of English, Iowa State University, October 2018
- Linda Shenk, Associate Professor of English, Iowa State University, October 2018
- John Morgenstern, Director, Clemson University Press, Clemson University, October 2018

ACRL FE21 Doc 2.1b

- Catherine DeRose, Digital Humanities Lab Manager, Yale University, October 2018
- Michele Navakas, Assistant Professor of English, Miami University of Ohio, December 2018

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

__X__ Other (please list):

- ACRL-ILFSC roundtable, "Creating Information Literacy Frameworks: Examples and Ideas for ACRL Sections and Interest Groups" held during ALA Annual 2018
 - This discussion will focus on the development of disciplinary information literacy frameworks. It is an opportunity for groups updating disciplinary standards, or creating new documents, to share their processes and progress, and have an opportunity to ask questions. The forum will be hosted by the ACRL Information Literacy Frameworks and Standards Committee (ILFSC) with short presentations from the members of the Anthropology and Sociology Section (ANSS), Education and Behavioral Sciences Section (EBSS) Instruction for Educators Committee, and Literatures in English Section (LES) Working Group to Update the LES Research Competencies.
- ACRL-LES section newsletter, *Biblio-Notes*, "[Research Competencies Working Group: Report](#)," Fall 2018
 - This article highlighted the feedback gathering among "experts" stage. A draft for review by the membership was not ready at the time.
- ACRL-LES section newsletter, *Biblio-Notes*, "[ACRL/LES Working Group to Update the Research Competency Standards: Update](#)," Spring 2018
 - This article highlighted the early steps while crafting the document. A draft for review by the membership was not ready at the time.

Date Approved by Section executive committee: February 6, 2021

Date Approved by ILFSC: July 1, 2021

Date Approved by Standards Committee: September 21, 2021

Date Approved by ACRL Board _____

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

C&RL News by _____

Other (please list)

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: ACRL Section Membership Committee: Strike sentence from committee charge

Submitted by: Ilka Datig, Chair of ACRL Section Membership Committee

Date submitted: October 4, 2021

Background

The current charge of the ACRL Section Membership Committee below no longer reflects the actual work of the committee and the committee proposes the following changes:

To facilitate the sharing of information among section membership committees; ~~to gather section membership reports annually, compile them, and submit a comprehensive membership report to the ACRL board;~~ and to foster collaboration among sections on membership-related activities and projects.

ACRL staff can gather data on section membership engagement, so the committee no longer needs to compile and track. ACRL staff have direct access to information on section election participation rates, membership statistics, special events sponsored, webcasts offered, scholarships and awards, ALA Connect community activity, etc. Given the change in work flow, the committee charge should be updated to reflect the current work of the committee which is to facilitate the sharing of information and foster collaboration on membership-related activities and projects.

Stakeholders

This has been discussed by our committee over the past two years and members agree.

Fiscal and Staffing Impact

If approved, staff will update the committee charge on the ACRL Directory of Leadership and membership materials. ACRL staff will publicize to ACRL members the change with the other Board actions in *C&RL News*.

Action Recommended

That the ACRL Board of Directors approves a revised charge for the ACRL Section Membership Committee as follows:

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.

To facilitate the sharing of information among section membership committees and to foster collaboration among sections on membership-related activities and projects.

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

Note for ACRL Board/B&F: The Board/B&F typically receive the fourth-quarter report and memo in the fall. As FY21 performance reports have been delayed, staff is sharing the third-quarter memo in the fall and will share the fourth-quarter report in January/February 2022.

To: ALA Executive Board Finance and Audit (F&A) Subcommittee and Budget Analysis & Review Committee (BARC)
 CC: ACRL Board of Directors and Budget & Finance Committee
 From: Jay Malone, ACRL Executive Director
 Date: October 11, 2021
 Re: FY21 third quarter performance commentary: ACRL and Choice

This report was compiled by past ACRL Interim Executive Director Kara Malenfant with input from ACRL budget managers and Mark Cummings, Editor & Publisher, Choice. ALA's Finance Office noted that information on performance for the first three quarters of fiscal year 21 (Sept. 1, 2020 – May 31, 2021) is still provisional due to ongoing delays and issued these important caveats when quarterly reports were provided to all ALA units:

- Accounts payable reported through May 31, 2021.
- Revenue reported through February 28, 2021.
- Payroll reported through April 2021.

ACRL FY21 Third Quarter Performance Comments

ACRL TOTAL	FY21 Q3 ACTUAL	FY21 Q3 BUDGET	\$ VARIANCE FROM BUDGET	% VARIANCE
REVENUES	\$2,611,083	\$3,115,563	(\$504,479)	-16%
EXPENSES	\$2,144,465	\$3,673,177	\$1,528,712	42%
NET	\$466,619	(\$557,614)	\$1,024,233	184%

Narrative

As ACRL staff carefully reviewed each debit and credit (hundreds for Q3), we sought clarification or correction for over twenty items (after first checking real-time information in the financial system) worth more than \$1,128,561. This reconciliation required an increase of ACRL staff time and more than fifty emails/calls to reconcile Q3. While in the past, this work happened monthly, having it compressed due to quarterly reporting has created a significant shift in workload on unit staff causing some strain and ambiguity, as well the unfavorable practice of maintaining shadow accounting systems. The real-time reports have improved, but there are still gaps and delays in uploading transactions while two important staff positions in accounting remain unfilled. It is important to have timely access to accounts receivable ledgers, so staff can maintain vendor relations by following up promptly if there are missing payments. We anticipate it will be challenging to begin a draft FY23 budget this fall absent monthly reports as we will have very limited information from ALA Finance on budget vs. actuals the first few months of FY22. To improve our FY23 preliminary budget planning, ACRL anticipates dedicating additional time to compiling manually financial actuals from other systems. We look forward to

a new ALA CFO and a fully staffed accounting team to bring renewed focus towards simplifying accounting workflow and improving communication with ALA units.

The Q3 reports confirm that the ACRL 2021 Conference was not just a programmatic, but also a financial success. Due mostly to expense savings for the conference and across all projects, ACRL ended Q3 \$1,024,233 or 184% better than budget. It should also be noted that ACRL saw significantly higher revenues for membership and webinars due, in part, to a carefully considered marketing campaign. Furthermore, the Q3 net is over \$100K better than the year-end projections we shared with you in June. Of course, there will be changes in Q4.

The largest cost savings for ACRL reported thus far in FY21 are in 1. salaries and benefits (as the search for ACRL's executive director continued), 2. outside professional services, 3. travel and meal functions, and 4. program expenses, especially relating to the ACRL 2021 conference.

Membership. Membership dues are 47% or \$126K better than budget as the expected 30% membership melt did not materialize. Again, this is partly attributable to carefully conceived and well executed marketing strategies.

Publications: Serials. The swift rebound of ALA's JobLIST classified ad sales continues. In collaboration with partners at *American Libraries*, a new business plan is improving ALA JobLIST and contributes directly to success in the pivot strategy's impact streams of membership development and revenue. Job boards meet an expectation of an essential, uniquely valuable service that associations provide for their members, whether employers or job seekers, and offer an opportunity to generate high-margin, non-dues revenue with comparatively low expenses. Job boards can also support member recruitment and enhance the reputation of an association. Freely, openly, and easily available to all job seekers, JobLIST provides a well-known, inclusive space that does not require finding specific lists or job postings scattered across communities. It serves as a nexus to expose job opportunities to the broadest possible audience in a way that is efficient for all employers and job seekers and helps us advance our commitment to equity, diversity, and inclusion. Ads are screened by experienced JobLIST staff, shielding ALA from potential liability for the repercussions of any scam job ads as well as upholding key ALA policies set by Council related to anti-discrimination policies ([ALA Policy B.9.3](#)) and salary range ([ALA Policy B.9.17](#)). At the end of Q3, online advertising revenue recognized in the *C&RL News* budget is \$22,236 (or 36%) ahead of budget for the year while overhead exempt revenue (including print advertising) is \$16,019 (or 28%) behind budget. Online advertising revenue for *C&RL* is \$650 (or 9%) ahead of budget while print advertising revenue for *RBM* is \$1,630 (or 19%) behind budget and online advertising revenue is \$620 (or 25%) behind budget. *RBM* should get closer to budget when advertising revenue from the Spring issue is recognized in Q4.

Publications: Non serials. This quarter shows net of 8% or \$8.7K ahead of budget, however it is important to note that this does not yet account for payroll costs which are allocated at the end of the fiscal year to each ACRL project. For ACRL non-serial titles, print sales and e-books for individual use continue to lag while royalties from institutional e-book sales via distributors continue to trend ahead. We are absorbing some significant costs and decreased sales associated with the move to ALA's new warehousing and fulfillment vendor in Q3 and Q4. We reduced and

destroyed around \$75K in slow-moving inventory, which will increase costs in our inventory reserve adjustment, and that reduction will also decrease our inventory adjustment credit.

Publications: Trends and Statistics. The net for ACRL's Trends & Statistics products are 273% or \$112K better than budget in Q3. This is largely a timing issue as we are publishing two print editions in FY21 and had budgeted revenue for only one print edition. Again, this net does not yet include payroll costs for staff time.

Education: ACRL 2021 Conference. In Q3 the ACRL 2021 Conference was reported as 74% or \$302K ahead of budget, due to stronger than anticipated registration, exhibits, and sponsorships, coupled with expense savings. The highly successful ACRL 2021 Conference, "Ascending into an Open Future," originally planned for Seattle, took place as a virtual-only event April 13 - 16, 2021. ACRL 2021 was in the FY21 budget as an in-person conference with lower than usual attendance in a higher-cost city, with a slim net. Staff built a new budget for virtual-only ACRL 2021 budget in fall 2020, with nearly every budget line being revised. We expect the final net to be on par with past ACRL face-to-face conference conferences, even when the costs for staff time are allocated at fiscal year close. This important revenue helps to support other ACRL member services, programs, and strategic initiatives.

Education: RBMS 2021. The Q3 budget reports show performance 181% or \$89K better than budget. Originally planned to be an in-person conference held in Milwaukee, WI, we also cancelled the face-to-face RBMS 2021 for a virtual-only event in June. As with the ACRL 2021 conference, staff reworked the budget in fall 2020, with nearly every budget line being revised. This year's theme of *Power, Resistance and Leadership* in the virtual format generated record-breaking interest with 700+ registrants and 59 bookseller companies to the largest-ever RBMS conference. As a result of stronger than anticipated registration and sponsorships this spring, coupled with significant expense savings, the RBMS 2021 virtual conference is expected to have the highest net to date. ACRL is already planning RBMS 2022 with in person and virtual components. As with other projects, costs for staff time are not yet reflected in Q3.

Education: Online Continuing Education. With fewer offerings in the second half of FY21 so that staff and audience attention could be focused on the ACRL2021 and RBMS conferences, Q3 still reported ACRL e-learning performing 96% or \$37K better than budget (again, payroll costs are not yet reflected). This is in part due to a reprise of a popular 3-part webcast series on copyright. Our monthly newsletter, *The Syllabus*, which began in January 2020, continues to promote all of ACRL's professional development offerings inside and outside of association membership.

Payroll. FY21 Q3 saw payroll *savings* in salary and benefits (which continued in Q4) while the ACRL E.D. search reopened and Malenfant continued in the interim position, in effect leaving a position open. Additional payroll *savings* in Q4 are anticipated due to PPP loan forgiveness, to be credited to each unit (\$286,177 for ACRL and \$319,717 for Choice), and salary savings due to a staff resignation. In Q4 we expect unbudgeted payroll *expenses* in salary/wages for 5-days of cancelled furlough August 2022 (estimated \$21,000 for ACRL and \$22,500 Choice).

Overhead to ALA. As ACRL misses its budgeted revenue and with the switch from in person to online events (where revenue is assessed at 50% of the overhead rate, per the management practices of ALA in relation to its membership divisions), ACRL projects are expected to generate total FY21 overhead to ALA of under \$300K, significantly less than the budgeted \$672,672.

ALA Pivot Strategy Goals. Looking at ACRL's current performance and FY22 plans in relation to ALA priorities, we share a few important data points:

- ALA's five-year financial plan notes that overall ALA spending on personnel is above 50% of revenue (against an ASAE peer benchmark of 40%). ACRL salaries and benefits stand at 36% of revenue (over 2-year average to reflect conference cycle). Our FY22 budget includes funding for a position recently vacated that we're working to re-envision, and we look forward to hiring a new colleague in the coming months.
- An ALA tactical goal per the pivot strategy is for 10% contributed revenue; ACRL's contributed revenue stands at 4%, representing all individual donors. We look forward to continuing to explore appropriate foundations to approach, with help and guidance from ALA institutional advancement.
- An ALA tactical goal is 15% market share in FY22. ACRL market penetration in FY20 was 38% (ACRL members as % of total US academic librarians) and has been above 34% for 16 years. We look forward to continuing ACRL's new member onboarding program to increase engagement and retention, in coordination with ALA's new engagement plan.
- We are fortunate to have dedicated members elected or appointed to volunteer in over 1,200 positions across ACRL. With an ACRL membership of 8,693 (as of June 2021), the ratio of 1 position for every 7.24 members means there are many engagement opportunities available. Without the time and energy of member volunteers, ACRL would not be able to accomplish nearly as much for the good of the profession.

Choice FY21 Third Quarter Performance Comments

Choice financial results through May 2021 show net revenues favorable to budget by \$125,851, owing to better-than-expected performance against both revenues and expenses:

May-21								
CHOICE 404	Budget (Year)	Budget YTD	Actual YTD	Var	% Budget	Prior YTD	Var	% Prior
Beginning Net Assets			2,587,461	#VALUE!	#VALUE!	2,571,980	15,481	0.60%
TOTAL REVENUES	2,382,519	1,766,514	1,845,663	79,149	4.5%	1,757,159	88,504	5.04%
Total Expenses before OH/Taxes	2,050,427	1,592,548	1,522,053	70,495	4.4%	1,652,025	129,972	7.87%
Contribution Margin	332,092	173,966	323,610	149,644	86.0%	105,134	218,476	207.81%
Overhead	315,686	236,765	244,550	(7,785)	-3.3%	233,119	(11,431)	-4.90%
Allocations (575 Main St)	3,940	2,955	18,963	(16,008)	-541.7%	28,871	9,908	34.32%
Tax	0	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL EXPENSES	2,370,053	1,832,268	1,785,566	46,702	2.5%	1,914,015	128,449	6.71%
Net Revenue/(Expense) from Ops	12,466	(65,754)	60,097	125,851	191.4%	(156,856)	216,953	138.31%
Ending Net Asset Balance	#VALUE!	#VALUE!	2,647,558	#VALUE!	#VALUE!	2,415,124	232,434	9.62%

Subscriptions

Through May, Choice subscription revenues continue to fall, spurred by pandemic-inspired reevaluations of library workflows and budgets. Year-over-year performance is especially

significant on this point, inasmuch as May 2000 earned income did not yet reflect the effects of the pandemic. As of the end of the 3d quarter, *Choice* magazine earned income was off 21% from a year ago; cards, 19%; and *Choice Reviews*, 10%. Collectively, these three products were \$61K unfavorable to budget and \$125K unfavorable to prior year. With the special insight into the future provided us by the fact that the fourth quarter is now behind us, we “forecast” that total subscription revenue, including not only the products mentioned above but also *Resources for College Libraries* and *ccAdvisor*, will finish FY21 some \$130K (11%) below budget.

Royalties

For its part, royalty income lags budget by some \$41K through May, but the variance is because of timing and is not indicative of any significant market trend. Licensing revenue is fairly predictable, except during periods of contract renegotiation, and we otherwise have no indication of impending contract terminations. As a result, we expect to meet budget (\$500K) for the year.

Advertising and Sponsored Content

But with overall revenue favorable to budget by almost \$80K through May, it is to advertising and sponsored content that we must look for offsets to subscription losses. Once our principal source of advertising revenue, space advertising continues its seemingly inexorable decline, from its full-year high point of \$440K in FY17 to a projected \$145K in FY21, and will finish the year over \$50K below what we believed to be an appropriately reduced FY21 budget. While some of this reflects a migration of advertising dollars to more effective platforms (see below), it is also the inevitable result of falling circulation. For their part, banner (digital) ads will actually come in almost \$12K ahead of budget, but the gain does not reflect increases in *Choice Reviews* advertising but rather unbudgeted income from advertising on the new *Choice360.org*, which accepted ads for the first time in FY21.

Our sponsored-content properties, however, are outperforming both budget and prior year. Far and away the most successful of these is our sponsored webinar program, which will yield \$299,450 in gross receipts in FY21. A nice example of this featured Nobel Laureate Jennifer Doudna, When you picture a scientist, [who do you see?](#) After commissions and payment of a 15% royalty to ACRL, webinars will net Choice \$243K, beating budget by some \$91K. White papers, podcasts, newsletters, and eblasts—all sponsored—are forecast to finish the year ahead of budget, collectively by some \$94K. Overall, then, combined FY21 revenue from advertising and webinars (which, for Choice, are advertising) is projected to beat budget by over \$140K, \$68K ahead of prior year.

* * *

Thus, with subscriptions forecast to end FY21 \$130K below budget, offset by advertising gains of \$140K over budget, Choice revenue should meet or slightly exceed budget for the year.

Expenses

On the expense side, year-to-date direct expenses through Q3 are running \$62K better than budget, with improvements distributed throughout the charge lines. Offsetting these are almost \$24K in overages in overhead and IUT allocations (line 5998), the latter—a \$16K miss—

entirely because we did not have information on our FY21 obligations toward the building loan when we submitted the budget. Similarly, we are unable to provide reliable forecasts of full-year Choice expenses in the absence of regular monthly performance reports.

	FY21 Budget	FY21 Q3 Budget	FY21 Q3 Actual	FY21 \$ Variance	FY21 % Variance
Beginning Reserves					
Reserve Sept. 1: ACRL Operating	\$2,581,390	\$2,581,390	\$2,581,390	\$0	0%
Reserve Sept. 1: ACRL LTI	\$5,523,667	\$5,523,667	\$5,523,667	\$0	0%
Reserve Sept. 1: CHOICE Operating	\$2,587,461	\$2,587,461	\$2,587,461	\$0	0%
Reserve Sept. 1: CHOICE LTI	\$557,493	\$557,493	\$557,493	\$0	0%
Total	\$11,250,010	\$11,250,010	\$11,250,010	\$0	0%
Revenues					
Membership					
Dues	\$354,335	\$265,751	\$391,492	\$125,740	47%
Standards, Licensing Fees	\$850	\$638	\$0	(\$638)	-100%
Advisory	\$42,500	\$31,875	\$25,000	(\$6,875)	-22%
Awards	\$19,600	\$9,800	\$4,000	(\$5,800)	N/A
Special Events	\$15,125	\$7,825	\$3,500	(\$4,325)	-55%
Equity, Diversity & Inclusion	\$27,090	\$19,630	\$25,500	\$5,870	30%
Project Outcome	\$2,500	\$1,875	\$1,788	(\$88)	-5%
Subtotal	\$462,000	\$337,394	\$451,279	\$113,885	34%
Publications					
CHOICE	\$2,382,519	\$1,766,514	\$1,845,664	\$79,150	4%
C&RL	\$15,700	\$12,101	\$9,032	(\$3,069)	-25%
C&RL News	\$360,932	\$267,019	\$306,702	\$39,683	15%
RBM	\$26,907	\$26,646	\$22,483	(\$4,163)	-16%
Nonperiodical Publications	\$262,290	\$198,644	\$195,939	(\$2,705)	-1%
Library Statistics	\$120,397	\$77,179	\$79,259	\$2,079	3%
Subtotal	\$3,168,745	\$2,348,103	\$2,459,078	\$110,975	5%
Education					
Institutes & Liscensed Workshops	\$295,780	\$60,625	\$0	(\$60,625)	-100%
ACRL Conference	\$2,067,620	\$2,067,620	\$1,391,458	(\$676,162)	N/A
Preconferences & RBMS Conference	\$185,971	\$0	\$60,710	\$60,710	N/A
Annual Conference & MW Programs	\$16,000	\$11,200	\$1,000	(\$10,200)	N/A
Web-CE	\$76,178	\$57,135	\$93,222	\$36,087	63%
Subtotal	\$2,641,549	\$2,196,580	\$1,546,390	(\$650,190)	-30%
Special Programs					
Friends of ACRL-Restricted	\$0	\$0	\$0	\$0	N/A
Friends of ACRL-Operating	\$0	\$0	\$0	\$0	N/A
Total Revenues					
Total Revenues ACRL	\$3,889,775	\$3,115,563	\$2,611,083	(\$504,479)	-16%
Total Revenues CHOICE	\$2,382,519	\$1,766,514	\$1,845,664	\$79,150	4%
Total Revenues ACRL & Choice	\$6,272,294	\$4,882,077	\$4,456,747	(\$425,330)	-9%

	FY21 Budget	FY21 Q3 Budget	FY21 Q3 Actual	FY21 \$ Variance	FY21 % Variance
Expenses					
Membership					
Membership Services	(\$42,272)	\$50,837	\$19,715	(\$31,122)	-61%
Exec. Cttee. & Board	\$44,183	\$31,251	\$4,052	(\$27,199)	-87%
Advisory	\$35,466	\$26,594	\$20,787	(\$5,806)	-22%
Standards Distribution	\$1,286	\$215	\$11	(\$203)	-95%
Awards	\$18,920	\$3,838	(\$2,578)	(\$6,416)	-167%
Chapters	\$7,866	\$4,227	\$0	(\$4,227)	-100%
Committees	\$5,620	\$842	\$3,313	\$2,470	293%
Sections	\$31,458	\$14,247	\$4,633	(\$9,614)	-67%
C&RL Over Revenue	\$15,762	\$2,246	\$3,568	\$1,321	59%
C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A
Liaisons to Higher Ed. Organizations	\$18,078	\$13,235	\$10,209	(\$3,026)	-23%
Special Events	\$14,460	\$8,560	\$100	(\$8,460)	-99%
Information Literacy	\$1,820	\$1,320	\$4,712	\$3,392	257%
Scholarly Communications	\$42,281	\$35,070	\$12,800	(\$22,270)	-64%
Value of Academic Libraries	\$2,307	\$211	\$0	(\$211)	-100%
Government Relations	\$17,605	\$12,758	\$9,167	(\$3,591)	-28%
Scholarships	\$101,999	\$69,577	\$0	(\$69,577)	N/A
Annual Conference Programs	\$30,590	\$1,385	\$3,629	\$2,244	N/A
New Roles & Changing Landscapes	\$2,701	\$2,500	\$3,000	\$500	20%
Equity, Diversity & Inclusion	\$43,704	\$5,562	\$14,593	\$9,031	162%
Project Outcome	\$62,037	\$46,178	\$56,171	\$9,993	22%
Subtotal	\$455,871	\$330,653	\$167,882	(\$162,771)	-49%
Publications					
CHOICE	\$2,370,053	\$1,832,269	\$1,785,567	(\$46,702)	-3%
C&RL	\$15,700	\$12,101	\$9,032	(\$3,069)	-25%
C&RL News	\$306,222	\$220,996	\$177,550	(\$43,446)	-20%
RBM	\$16,555	\$14,109	\$11,652	(\$2,456)	-17%
Nonperiodical Publications	\$127,696	\$87,509	\$76,067	(\$11,442)	-13%
Library Statistics	\$63,161	\$118,366	\$8,067	(\$110,299)	-93%
Subtotal	\$2,899,387	\$2,285,349	\$2,067,935	(\$217,414)	-10%
Education					
Institutes & Liscensed Workshops	\$246,416	\$64,385	\$608	(\$63,777)	-99%
ACRL Conference	\$1,673,309	\$1,663,915	\$681,655	(\$982,260)	-59%
Preconferences & RBMS Conference	\$128,533	\$49,187	\$20,719	(\$28,468)	-58%
Web-CE	\$33,729	\$18,963	\$18,550	(\$413)	-2%
Subtotal	\$2,081,987	\$1,796,450	\$721,532	(\$1,074,918)	-60%
Special Programs					
Friends of ACRL-Restricted	\$0	\$0	(\$350)	(\$350)	N/A
Friends of ACRL-Operating	\$14,697	\$10,476	\$440	(\$10,036)	-96%
Subtotal	\$14,697	\$10,476	\$90	(\$10,386)	-99%
Unallocated Admin Expenses	\$1,131,599	\$1,082,518	\$972,243	(\$110,275)	-10%
Total Expenses					
Total Expenses ACRL	\$4,213,488	\$3,673,177	\$2,144,465	(\$1,528,712)	-42%
Total Expenses CHOICE	\$2,370,053	\$1,832,269	\$1,785,567	(\$46,702)	-3%
Total Expenses ACRL & Choice	\$6,583,541	\$5,505,446	\$3,930,032	(\$1,575,414)	-29%

	FY21	FY21	FY21	FY21	FY21
	Budget	Q3 Budget	Q3 Actual	\$ Variance	% Variance
Nets					
Total Net ACRL	(\$323,713)	(\$557,614)	\$466,619	\$1,024,233	184%
Total Net Choice	\$12,465	(\$65,755)	\$60,097	\$125,851	191%
Membership Net	\$6,129	\$6,741	\$283,398	\$276,657	-4104%
Publications Net (without Choice)	\$256,892	\$128,509	\$331,046	\$202,537	158%
Education Net	\$559,562	\$400,130	\$824,858	\$424,728	-106%
Operating Transfers					
ACRL	\$0	\$0	\$0	\$0	N/A
Choice	\$0	\$0	\$0	\$0	N/A
LTI Transfers, Gains, Losses					
ACRL	(\$81,374)	\$52,000	\$86,451	\$34,450	66%
Choice	\$51,797	\$4,479	\$35,217	\$30,738	686%
Ending Reserves					
ACRL Mandated Operating Reserve	\$990,533	\$990,533	\$990,533	\$0	0%
Reserve Aug 31: ACRL Operating	\$2,257,677	\$2,023,776	\$3,048,009	\$1,024,233	51%
Reserve Aug 31: ACRL LTI	\$5,442,293	\$5,575,667	\$5,610,118	\$34,450	1%
Reserve Aug 31: CHOICE Operating	\$2,599,926	\$2,521,706	\$2,647,557	\$125,851	5%
Reserve Aug 31: CHOICE LTI	\$609,290	\$561,971	\$592,710	\$30,738	5%
Total	\$10,909,185	\$10,683,120	\$11,898,393	\$1,215,273	11%



FY2023 Budget Assumptions

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

The ACRL Budget & Finance Committee will discuss the draft assumptions on November 2, 2021, and any recommendations will be incorporated before they are sent to the ACRL Board. The full Board will have an opportunity to give asynchronous input and the Executive Committee will review, suggest revisions as needed, and approve the assumptions below at its 2021 Fall Executive Committee Meeting on November 9, 2021. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY23 budget for review by the Budget and Finance Committee at their winter meeting (anticipated near or during the 2022 ALA's LibLearnX, January 21-24).

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

As ACRL begins to prepare its FY23 budget, the economic outlook is still largely influenced by the effects of the ongoing COVID-19 pandemic. During April to June 2020, the US economy took one of its worst downturns at a rate of -32.9%¹. For the year over year comparison in 2020, the US and world GDP's decreased by 3.5%^{2, 3}. The economy began to rebound from this initial shock in late 2020 and continues to rebound in 2021. Global GDP growth is projected by the International Monetary Fund at 5.9%⁴, World

¹ Jeff Cox, "Second-quarter GDP plunged by worst-ever 32.9% amid virus-induced shutdown," *CNBC*, July 30, 2020, <https://www.cnbc.com/2020/07/30/us-gdp-q2-2020-first-reading.html>.

² Martin Crutsinger, "US economy shrank 3.5% in 2020 after growing 4% last quarter," *The Associated Press*, January 28, 2021, <https://apnews.com/article/us-economy-shrink-in-2020-b59f9be06dcf1da924f64afde2ce094c>.

³ Eduardo Levy Yeyati and Federico Filippini, "Social and economic impact of COVID-19." *Brookings*, June 8, 2021, <https://www.brookings.edu/research/social-and-economic-impact-of-covid-19/>.

⁴ International Monetary Fund, "Global recovery continues, but the momentum has weakened and uncertainty has increased," October 2021, <https://www.imf.org/en/Publications/WEO/Issues/2021/10/12/world-economic-outlook-october-2021>.

Bank at 5.6%⁵, and Organization for Economic Co-operation and Development at 5.7%⁶. This projected turnaround is partly due to a global response by the World Health Organization, as well as legislation, such as the US's CARES Act and Canada's COVID-19 Economic Response Plan. Despite global inequities for vaccine access, with a 3.07% vaccination rate in low-income countries versus a 60.18% in high-income countries, more than 5.5 billion doses have been administered worldwide.⁷ As the global pandemic continues into its second year, it is expected that its effects will be longstanding and a full recovery may take years, and will depend on a number of factors, such as the potential proliferation of new variants and the global response to supply chain disruptions.

Like the world economy, higher education is rebounding but not without uncertainty. To fully understand higher ed's economic rebound, one must look at the pre-pandemic numbers. Before the pandemic, state spending on public colleges and universities was already well below historical levels prior to the Great Recession of 2008-09.⁸ *Insider Higher Ed* reported that, "State funding nationwide is nearly 9 percent below pre-Great Recession levels and 18 percent below where it was before the 2001 tech bust."⁹ Although "most Americans believe state spending for public universities and colleges has increased or at least held steady over the last 10 years," in fact, "states have collectively scaled back their annual higher education funding by \$9 billion during that time, when adjusted for inflation."¹⁰ Despite public perception, it is estimated that, "the financial impact of the pandemic on students and institutions would total at least \$120 billion."¹¹ Higher ed is considering and has implemented a number of cost savings measures, including tuition discounts to increase student enrollment and overall revenue, borrowing from endowments, and seeking additional federal and state funding.

⁵ The World Bank, "Global Economic Prospects," June 2021, <https://www.worldbank.org/en/publication/global-economic-prospects>.

⁶ OECD, "OECD Economic Outlook, Interim Report: Keeping The Recovery On Track," September 2021. <https://www.oecd.org/economic-outlook/>.

⁷ United Nations, "COVID vaccines: Widening inequality and millions vulnerable," September 19, 2021, <https://news.un.org/en/story/2021/09/1100192>.

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

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

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

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

It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.”¹² In the last ten years, state funding has decreased by \$9 billion when adjusted for inflation, and “state appropriations per full-time student have fallen from an inflation-adjusted \$8,489 in 2007 to \$7,642 in 2017.”¹³ Decreased state funding is a trend, as funding for public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than \$7 billion below its 2008 level, after adjusting for inflation. Without considering inflation, state fiscal support for higher education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is “down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years.”¹⁴ “In only six states have higher education budgets returned to or surpassed their pre-recession levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession.”¹⁵ To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services, reducing access to college education for some and calling into question the quality of the program remaining.¹⁶ Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise¹⁷. Further complicating state funding decreases is the America’s College Promise Act of 2021, which proposes free community college for more than nine million students. If this legislation is passed, many states will need to increase institutional funding in order to participate in the program.¹⁸ In the coming year, there will be a greater need for coordinated advocacy from ALA, ACRL and other higher education associations for funding at the state level for public institutions.

Enrollment data during the pandemic is pending, but total enrollment in degree-granting postsecondary institutions decreased by 5 percent from 2009 to 2019, from 17.5 million to 16.6 million students.¹⁹ Between 2019 to 2029, the National Center for Education Statistics (NCES) projects that enrollments will

¹² Luba Ostashevsky, “As economy rebounds, state funding for higher education isn’t bouncing back,” *PBS News Hour*, September 14, 2016, <http://www.pbs.org/newshour/updates/economy-rebounds-state-funding-higher-education-isnt-bouncing-back/>.

¹³ Jon Marcus, “Most Americans don’t realize state funding for higher ed fell by billions,” *PBS News Hour*, February 26, 2019, <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>.

¹⁴ Rick Seltzer, “‘Anemic’ State Funding Growth,” *Chronicle of Higher Education*, October 23, 2018. <https://www.insidehighered.com/news/2018/01/22/state-support-higher-ed-grows-16-percent-2018>.

¹⁵ Jeffrey Selinger, “States’ decision to reduce support for higher education comes at a cost,” *Washington Post*, September 8, 2018, accessed October 24, 2018. https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14

¹⁶ *Ibid.*

¹⁷ *Chronicle of Higher Education* (2019) *Beyond Budgets*, <https://connect.chronicle.com/ByndBdgtRT19>

¹⁸ Emma Whitford, “States Will Need to Pony Up for Biden’s Free College Plan,” *Inside Higher Ed*, September 28, 2021. <https://www.insidehighered.com/news/2021/09/28/free-community-college-plan-requires-states-funding>

¹⁹ U. S. Department of Education: National Center for Education Statistics, “Undergraduate Enrollment,” (May 2021. Accessed October 14, 2021. <https://nces.ed.gov/programs/coe/indicator/cha>

increase 2.64%, from 16.6 million to 17.0 million.²⁰ These numbers are somewhat disjointed with high school graduation rate projections, which show the number of high school graduates peaking at 3.9 million in 2025, then declining to 3.5 million in 2037.²¹ Further analysis on higher education trends is needed to understand NCES's projected increase against decreasing high school enrollment data.

Economic climate and academic libraries

Before and during the pandemic, ACRL membership numbers have been on a slow but steady decline, which is in part due to the closing of institutions that have an impact on both ACRL's organizational and personal members. According to NCES data, 53 postsecondary institutions closed in 2020, 236 in 2019, 86 in 2018, 112 in 2017.²² The pool of potential academic librarians as evidenced by MLIS degrees awarded drastically declined 37%, from 7,729 in 2011 to 4,843 in 2017, but has since increased slightly at 6.63%, from 4,843 in 2017 to 5,164 in 2019.²³ Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.^{24, 25} The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 9% increase job outlook, which is in line with the job outlook for all occupations.²⁶ Another factor that could influence the size of ACRL's membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists, and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while 1/3 of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.²⁷

²⁰ U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_303.70.asp

²¹ Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates through 3037," Accessed October 14, 2021. <https://knocking.wiche.edu/executive-summary/>

²² U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_317.50.asp?current=yes

²³ U. S. Department of Education: National Center for Education Statistics, "Master's degrees conferred by postsecondary institutions, by field of study," Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_323.10.asp?current=yes

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

²⁵ Suzie Allard, "Jobs by Region: Placements & Salaries 2019." *Library Journal*, October 10, 2019, accessed September 24, 2020, <https://www.libraryjournal.com/?detailStory=Jobs-By-Region-Placements-Salaries-2019>

²⁶ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians, accessed October 14, 2021, last modified date September 8, 2021, <https://www.bls.gov/ooh/education-training-and-library/librarians.htm>

²⁷ Russell Michalak, Monica D.T. Rysavy, and Trevor A. Dawes*, "What Degree Is Necessary to Lead? ARL Directors' Perceptions," *College & Research Libraries*, Vol. 80, N. 6, (2019). Accessed November 7, 2019. <https://crl.acrl.org/index.php/crl/article/view/23526/30835>

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.^{28, 29} Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs. Because "the current model of large publishers dominating scholarly publishing and inflation grinding down library budgets continues,"³⁰ tighter library budgets could mean less funding for staff development (e.g., association membership, continuing education) or sponsorship of library association programs.

The impact of the pandemic, along with the pre-pandemic trend of the continued state of lower funding and a consolidation in the marketplace, will affect ACRL's FY23 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. While we are still awaiting final numbers for FY21, pre-pandemic data from FY19 show that revenues were declining. Gross revenues for consulting were below budget due to fewer than expected clients in the 4th quarter of FY19, but the 1st quarter of FY20 was off to a busy start. In FY19, webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget. In September 2020, the ACRL 2021 Conference planned for April 2021 was canceled as an in-person event and was held as a virtual conference around the same dates. Based on preliminary FY21 reports, the virtual ACRL 2021 Conference was a programmatic and financial success, and it is expected that the project net will perform better than budget. This performance is due to online conferences paying half the overhead rate per the ALA Operating Agreement, as well as cost savings for meal functions, transportation, equipment rental, and other expenses associated with an onsite event.

The FY23 budget will include traditional revenue streams (e.g., non-serial publications, ad sales, webinars). ACRL staff will continue to adapt to a post-pandemic environment by further exploring virtual offerings, when needed, for in-person events (e.g., ACRL Conference, RBMS Conference, RoadShows). ACRL staff will continue to look for new entrepreneurial ideas and revenue streams and consider cost savings throughout the year. As part of ALA's five-year pivot strategy³¹, FY23 is planned to be the second net neutral year for the organization. Strategies for ALA to achieve a net neutral by FY23 include a new

²⁸ James M. Day, "Consolidation of the Library Vendors," *Library Technology Launchpad*, October 12, 2016, <http://libtechlaunchpad.com/2015/10/12/consolidation-of-the-library-vendors/>

²⁹ David Parker, "ATG Special Report — Industry Consolidation in the Information Services and Library Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, <http://www.against-the-grain.com/2016/07/industry-consolidation-report/>

³⁰ Stephen Bosch, Barbara Albee, & Sion Romaine. "Costs Outstrip Library Budgets | Periodicals Price Survey 2020" *Library Journal* April 14, 2020 <https://www.libraryjournal.com/?detailStory=Costs-Outstrip-Library-Budgets-Periodicals-Price-Survey-2020> Accessed October 31, 2020

³¹ ALA Executive Board Doc FALL EBD 12.1.1 Five-Year Pivot Plan. <http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/ExecutiveBoard/20202021Docs/ebd%2012.1.1%20ALA%20Pivot%20Strategy.pptx>

revenue stream (date services), the rollout of the LibLearnX event, and testing public markets for Annual Conference.

In recent years, ACRL has been tasked by its Board and Budget & Finance Committee to spend down its net asset balance, and to look for appropriate opportunities to spend a portion of this net asset balance in strategic programs and services that benefit membership. Recent examples of such investments include the promotion of Project Outcome, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Through careful stewardship, the net asset balance, which had grown to \$5,002,115 at the beginning of FY16, has through investments in strategic initiatives been reduced to \$3,247,098 (FY21 August preliminary close).

Even though the preliminary FY21 results are showing strong performance, it still should be expected that, going forward, the ACRL Board and Budget & Finance Committee will need to take a much harder look at any proposed new expenditures, as ACRL would need increased revenue streams (e.g., more members joining, increasing book sales, or projected growth for conference and professional development registrations) to support potential requests for increased or new expenditures. Our goal is to moderate many operational expenditures to be more in-line with current revenue expectations while aligning the budget to support the Plan for Excellence and the Core Commitment to Equity, Diversity, and Inclusion through strategic investments from ACRL's net asset balance and the annual endowment transfer. It is important to note that the net asset balance (beginning reserve level for FY23 is expected to be \$1,520,188 per the FY22 budget) is moving closer to the mandated operating reserve amount of \$952,599. Ensuring that the net asset balance stays within the mandated operating reserve is another motivating factor for the Board and Budget Committee to carefully monitor expenses in FY23.

Because ACRL works to stay above the mandated operating reserve while still investing strategically in member programs and services, it will cease transfers to its long-term investment fund. If the Board and Budget Committee would like to resume these transfers in future years, there is a two-year notification requirement by ALA if ACRL wants to transfer more than \$50,000 to its LTI; transfers below \$49,999 do not require the two-year advance notification. Per the 2005 ACRL Board recommendation, the ACRL budget includes an LTI interest transfer (Project 3200) up to the maximum allowable amount. In FY19, ACRL transferred \$125,000 for FY19 and \$135,000 in FY20 in appreciation from its LTI to its operating budget to support strategic initiatives. Due to the outstanding performance of the virtual ACRL 2021 Conference, ACRL did not take the budgeted LTI interest transfer in FY21. The FY23 budget will include an interest transfer of \$135,000 from the endowment to the operating budget.

Choice FY23 Budget Assumptions

Business Environment

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

Over the past decade the historical core of Choice's publishing program—reviews of new academic monographs—has gradually eroded as the use of reviews in the collection-development process succumbed to the twin forces of technological innovation and the tightening of materials budgets. Indeed, the collection-development function itself no longer occupies the central position it once commanded in many academic libraries. As a result, since 2009, combined circulation of *Choice* magazine and *Choice Reviews* has declined by almost 60%, from 3,500 the year of the Great Recession to 1,525 today, an average (CAGR) of about 7% a year. Latterly, the COVID-19 pandemic has exerted accelerating downward pressure on circulation and revenue. By the end of FY21, *Choice* magazine earned income was off 27% from a year ago; cards, 14%; and *Choice Reviews*, 5%. Compare these, then, to the more typical year-over-year declines of 10%, 7%, and 4% from FY18 to FY19.

The decline in the use of reviews has affected other parts of our business as well. Choice reviews generate two other streams of revenue: in-publication advertising and royalties from the licensing of reviews to publishers, aggregators, and purchasing platforms. These too are under stress. Since fiscal 2013, in-publication revenues—space ads in the magazine and banner ads in the database—have shrunk by 70%, while royalties have declined by a statelier 22%, from \$640K in FY13 to about \$500K in this year's budget.

Recognizing these trends, in recent years we have been vigorously working to create alternate sources of revenue, based not on reviews but on sponsorships of newsletters, podcasts, and webinars and the underwriting of white papers. During the same period that traditional advertising was shrinking by almost three-quarters, these sponsored-content initiatives grew steadily, from a scant \$70K in FY13 to a budgeted \$560K this year. Webinar sponsorships alone have generated gross revenue of over \$1.3MM since the inception of the program in FY13.

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

- Choice360 page views: 352,768
- Choice newsletter subscriptions: 19,435

- Unique newsletter subscribers: 7,903
- Webinar registrants: 48,145 (43 webinars)
- Webinar attendees: 24,063
- Webinar screenings on the Choice Media Channel (YouTube): 173,905
- The Authority File podcasts: 15,633 downloads
- White paper downloads: 6,296 (cumulative, 8 reports)

So, as fiscal 2022 gets underway, Choice presents two faces to the outside world: the one, as a publisher of workflow tools supporting the traditional collection-development process; the other, as a producer of a media portfolio engaging an audience of approximately 60,000, roughly five times as large as that for its traditional products. Herein lies our dilemma. Despite the phenomenal success of our media program (a success admittedly contingent upon the business plans of our advertisers and sponsors), the former remains the mainstay of our business, bringing in \$1.7MM, or 76% of budgeted FY22 unit revenues. The sponsored-content/media portion of the business will generate only 24% of that, some \$525K.

PROQUEST: Leaving aside these broader market trends, perhaps no single factor has the potential to influence budget planning for FY23 and beyond as much as the impending \$5.5B (!) acquisition of ProQuest by Clarivate. ProQuest is a major contributor to all three revenue streams at Choice: subscriptions, through their co-publication of *Resources for College Libraries*; royalties, through four separate agreements for the licensing of our content on ProQuest platforms; and advertising, for their robust participation in our webinar program. (In FY21, ProQuest sponsored thirteen webcasts, 30% of our total program.) Over the past three years, revenue from these sources has averaged almost \$600K a year, about 24% of our total annual revenue.

With so much of our business in thrall to a third party, any changes in the ownership of that party have the potential to have a serious impact on revenues. It is far too early to know in what direction the acquisition will take ProQuest. Clarivate is heavily invested in the sciences, with research and scientific publishers as major players in its ecosystem. ProQuest's business is squarely directed toward academic libraries. Will the "merger" strengthen both vectors or deflect one in favor of the other? Will a singular strategic focus and the anticipated \$100MM in cost synergies drive the removal of properties deemed "non-core"? What impact will the acquisition have on ProQuest's major competitor, EBSCO, with whom we enjoy a lesser but still important business relationship? Facing the enormous concentration of discovery and workflow tools represented by the deal, and its implications for further consolidation of the content and enterprise software industries, EBSCO might well be looking for a strategic buyer itself. Way too soon to tell, although each of these issues has the potential to disrupt Choice. (A useful first take on the acquisition can be found in Roger Schonfeld's comments in *The Scholarly Kitchen* (<https://scholarlykitchen.sspnet.org/2021/05/18/clarivate-to-acquire-proquest/>)).

The timing of the acquisition is also an issue. As of this writing, the deal is still under *pro forma* review at the FTC, which will probably delay the close until at least the end of the calendar year (<https://www.publishersweekly.com/pw/by-topic/industry-news/industry-deals/article/87120-clarivate-purchase-of-proquest-extended.html>). Even then, a wholesale pivot in business strategy or significant changes to organizational structures at the unit level are unlikely to be implemented during the remainder of our fiscal year, and obviously, in the midst of a \$5.5B acquisition, the vicissitudes of a \$600K relationship with a small library publisher will not be on anyone's radar, at least at first. But given our level of dependence upon ProQuest, we will be watching carefully throughout the next twelve months for clues as to changes in their plans.

* * *

Given these environmental factors, below please find a discussion of major revenue and expense assumptions for FY23.

Strategic Realignment

In response to the problems in our traditional business, Choice is now pursuing a strategic realignment of its publishing program, the goal of which is to reduce our dependence upon reviews and to allocate greater resources to the creation of new, more timely and important content. This new content will consist of a congeries of articles, blogposts, topical newsletters, webinars, and podcasts organized around *topics*, or, as we like to say, distributed among “content verticals.” The content will be made available on Choice360, will be largely supported by corporate underwriting, and will be directed toward a broad readership consisting of library professionals, scholars, instructors, and researchers—in short, the entire academic library community.

The undertaking is more than simply a plan. March of 2021 saw the launch of the first of these content verticals, Toward Inclusive Excellence™ (TIE, <https://www.choice360.org/toward-inclusive-excellence/>). Under the general editorship of Alexia Hudson-Ward, Associate Director for Research and Learning at the MIT libraries, the program explores issues of equity, diversity, and inclusion, particularly, though not exclusively, as they affect the academic library community. As of mid-October, we have published thirty blog posts on such disparate topics as trans-inclusion in DEIA, medical experimentation on people of color, and critical race theory. In addition to this, we have hosted interviews with Martha Jones on the history of banned books in the United States and with Steven S. Jones on his *A Letter to My White Friends and Colleagues*. Earlier in the summer, Hudson-Ward joined a panel of her colleagues in the first TIE webinar, a discussion of equitable staffing models in the post-pandemic landscape.

Budgeting for this and future programs currently under discussion is now grouped under a new budget project, 3919, with underwriting revenues charged to Advertising (line 4143) and expenses (editor and contributor honoraria) to Professional Services (line 5110). See below s.v., Choice360 for more information.

Subscription Products

NATIVE CHOICE PRODUCTS: Yet despite tectonic shifts in our business environment, our native subscription products, reviews of new academic monographs, continue to form the core of our publishing program, providing over a million dollars annually in subscription revenue. During FY21 year-over-year cash receipts fell 29%, 33%, and 10% for the magazine, cards, and database, respectively, provoked in part by cuts to library budgets in the wake of the COVID-19 pandemic. Of course, these declines are not fully reflected in the performance reports, as the finances of any subscription business are governed by the rules of accrual accounting, in which revenues are recognized (“earned”) when a good or service is delivered rather than when cash is received from the subscriber. For accounting purposes, our subscription revenues are recognized in one-month increments over the term of a twelve-month subscription. The result is to effectively “buffer” even a sudden downturn in renewals, as revenue continues to be recognized at a constant rate (1/12th) for subscriptions acquired prior to the downturn. But of course, a sharp year-over-year fall in cash such as we saw in fiscal 2021 will inevitably be reflected in revenue performance further down the road, as the earned income figures in the Business Environment section above attest, and thus is a critical factor in our assumptions around the FY23 budget.

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

For its part, our *Reviews on Cards* continues to generate high-margin income despite its admittedly anachronistic format. That said, *Card* subscriptions have not been immune to the historical trend. Circulation was down 22% in FY21, and we expect continued declines of this magnitude in FY23.

RESOURCES FOR COLLEGE LIBRARIES: Subscription revenue from *Resources for College Libraries* arrives quarterly as a percentage (30%) of sales made by our partners at ProQuest, and since we are effectively the “author,” not the publisher, of the work, *that* revenue is considered earned when we receive it. But as the putative “author,” we have little visibility, and even less influence, over RCL sales, which are handled by a dedicated sales force at ProQuest. For FY21, the Choice portion of subscription revenues fell to an estimated \$110K, attesting to the fact that declines in subscription revenue are not unique to Choice.

Writing in October of 2021, we await the possibility that RCL sales will rebound this year with the relaunch of ProQuest’s Bowker Book Analysis System (BBAS), in which RCL data plays a major role and

for which we receive the standard revenue share of 30%. If it does, that growth will be reflected in the FY23 budget.

CCADVISOR: Launched in September of 2017, *ccAdvisor* was our attempt to enlarge our readership base by publishing high-quality, peer-reviewed reviews of digital resources, and to do so on a scale and with a depth of coverage not possible in the format of *Choice*. For this we partnered with The Charleston Company, the highly respected publisher of *The Charleston Advisor* in print, in the shared conviction that the creation of a companion digital product, built on the infrastructure of *Choice Reviews* and offering all the benefits of a continuously updated database, would lead to a migration of print subscribers and overall growth in both circulation and revenue. Under our agreement, Choice and The Charleston Company share both revenue and expenses equally.

Now, after four years of publication, it has become clear that the anticipated growth in circulation has not—and will not—take place, nor have advertising revenues performed at projected levels. Even the outsourcing of the sales effort to the large and highly professional sales team at EBSCO three years ago failed to yield significant new business. Overall, 85% of CCA revenues derive from a single consortial subscription with the Center for Research Libraries. As a result, and following discussions with The Charleston Company, as of October of this year we are no longer accepting new or renewal subscriptions for *ccAdvisor*. The existing subscriptions, all but one of which expire by the conclusion of FY22, will continue to be supported through the end of the fiscal, after which the site will be depreciated. The fiscal 2023 budget, therefore, will contain no revenue or expenses for this product line, and any remaining undepreciated capital expenses will be written down.

Third-party Licenses

Our licenses with the major platform providers and aggregators provide us with a fairly reliable stream of income. In recent years ProQuest, the largest of our licensees, has been regularly reducing the amount it is willing to pay for using Choice reviews in *Books in Print* and *Syndetics*, and those losses, along with the loss (\$108K) of the ProQuest Intota license when that product failed in the marketplace, account for the lion's share of the decline in royalty revenue since 2013. We see no losses on that scale from other sources in the near term.

Nonetheless, it is worth pointing out that these assumptions do not include drastic, unanticipated losses in royalty income that might yet result from the COVID-19 pandemic. While COVID has certainly subjected subscription revenues to additional stresses, it would take cancellations on the part of hundreds of libraries to equal the loss of even one major licensee. The probability of this type of sudden, wholesale loss is small and has not been factored in our assumptions for FY23, but it cannot be ruled out entirely.

Advertising and Sponsorships

TRADITIONAL ADVERTISING. We have already noted the precipitous decline we are seeing in traditional advertising, with several publishers openly stating to us that they will no longer produce print advertisements. Advertising in *Choice* magazine, which in FY13 brought in over \$430K (net), fell to an estimated \$128K last year (FY21) and is running at 69% of last year's performance thus far in FY22, well below budget. This trend, and its much smaller analogue in banner advertising in *Choice Reviews*, appears irreversible.

WEBINARS. Now in its ninth year, the Choice/ACRL webinar program is well established and continues to draw large and enthusiastic audiences, with lifetime-to-date registrations approaching 175,000. Early concerns about the limited life-cycle of our program seem premature at best, in part because the professionalism of our productions and the guidance we provide at every step of the process have made our webinars a trusted source of information for librarians and an attractive platform for sponsors, who increasingly look to us for support in approaching the academic library market. No better example of this is ProQuest's (ProQuest again!) decision to have Choice produce a special live event, "When You Picture a Scientist, What Do You See?" a panel discussion on advancing diversity and inclusion in STEM, featuring Dr. Jennifer Doudna, biochemist and Nobel Prize-winning co-inventor of CRISPR technology. The event drew 9,079 registrations and 4,674 attendees, brought us \$20,500 in gross revenue, and was deemed so successful that ProQuest has scheduled other such premium events on our platform.

During FY21 gross webinar revenue came to \$299,450 (15% of which was paid to ACRL), and scarcely over a month-and-a-half into FY22 we have booked \$204,500 in contracts through the end of the fiscal year. So, we are forecasting revenues equal to or better than those of FY21 in both FY22 and FY23.

PODCASTS. During this past year Choice media staff hosted and produced 64 episodes of The Authority File, grossing \$36,550 in sponsorships. Thus far in FY22 full-year podcast bookings are already at 85% of budget, so we are confident that we will meet or exceed budget. Since in producing 64 episodes in 52 weeks we are already running at 125% of our once-a-week production schedule, there is little room for further growth with current staffing. For FY23, then, we will again budget \$35,000 as our "baseline" figure.

CHOICE RESEARCH. Our white paper program, more labor- and time-intensive than either webinars or podcasts on a unit basis, is growing more slowly, restrained both by resource issues at Choice and by sponsor participation. The longer sales cycle this project entails, and the scant staff resources available to produce the studies, are serving to limit the number of publications we publish to two a year. For FY23 we will assume two white papers, with gross revenue of \$40,000.

CHOICE CUSTOM PUBLISHING: New this fiscal year is the Choice custom publishing program, a series of sponsored case studies highlighting library solutions to operational problems. The first such study, in which representatives of five academic libraries describe how they implemented service and policy

adjustments in response the COVID-19 pandemic, launched in August, and for FY22 we have budgeted for two more studies at \$10,000 each. Our working assumption is that the program will be a success, and failing evidence to the contrary we shall budget similarly for FY23.

CHOICE360: Central to our planning for the redesigned Choice360.org was the decision to use the site as the platform for publication of our content verticals, effectively making C360 a revenue-generating “product.” Revenue and expenses for the product are captured in project 3919, new to the Choice budget in FY22. As discussed above, the content verticals are supported by corporate underwriting, and income from them will thus be recorded here as advertising revenue. Choice360 is budgeted to break even in FY22, with net revenue of \$33,425 (\$23,875 of it from TIE) and \$32,564 in expenses (comprising contributor honoraria, web operations costs, and ALA overhead). As of mid-October we have already booked \$25,300 in advertising revenue in this project, and our operating assumption at this point is that we will budget along equal or better lines for FY23.

Expenses

For payroll, we have assumed no layoffs, no reductions in force, and a continued 2% salary adjustment annually, and we have used pre-furlough salaries as the base. These are best-case assumptions that may not survive the budget-making process. Because of our success in reducing expenses—\$362K in direct spending reductions between FY15 and FY19—payroll now accounts for roughly 65% to 70% of our direct spending. Aside from staffing, then, there are few remaining areas to cut without cutting revenue as well.

For all other direct expenses, we have taken FY22B as the base and subjected it to an annual increase of 3% (meaning a 1% drop in inflation-adjusted wages . . .). This assumption is subject to restatement as we receive further data regarding the anticipated stabilization of inflation rates. ALA overhead has been calculated using the current rate of 13.25% (per the operating agreement, the division rate on publishing revenue is 50% of full rate applied to education and other non-dues revenue). Obviously, an increase in that rate as the result of ongoing discussions at ALA about revising the operating agreement will further burden Choice.

With these points in mind, Choice *pro forma* assumptions regarding the FY23 budget can be found on pages 23-24.

ACRL General Assumptions

Basic Budget Assumptions

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

Modified accrual accounting

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

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

Revenues

- + Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.
- + At least \$25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY23).

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

Expenses:

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

Assumptions by Strategic Goal

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

Value of Academic Libraries

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

Objectives

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

Expenses

- \$1,000 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. (Project 3703)

Student Learning

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

Objectives

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

Expenses

- \$1,000 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (Project 3711).
- \$8,400 will be budgeted for maintenance and development of the Information Literacy Sandbox and \$2,400 for web hosting (Project 3711).
- One Immersion Program will be offered in FY23 either as an in-person or virtual program; this has yet to be determined by the Immersion facilitators who are currently discussing the program format. The program will break even or net a small profit. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (Project 3830)
- Funds will be budgeted for one Immersion facilitator observer for the non-regional Immersion Programs (Projects 3830).

Research and Scholarly Environment

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

Objectives

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

Expenses

- \$1,000 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (Project 3702)
- An additional \$29,257 is budgeted to pay the following:
 - \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)
 - \$6,750 for SPARC dues;
 - \$5,000 for Open Access Working Group;
 - \$2,000 for OpenCon2022, 1 sponsored scholarship

New Roles and Changing Landscapes

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

Objectives:

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

Expenses

- \$1,000 will be budgeted as a placeholder for new initiatives to support this goal, with an additional (project 3403).
- \$3,000 budgeted for updates to the Fostering Change Cohort curriculum and publication and potential reoffering (Project 3403).

Equity, Diversity and Inclusion

Revenues

- + \$21,750 in revenues from the ACRL Diversity Alliance will be budgeted. 58 institutions @ \$500. Number of institutions based on 75% of 2021 membership (Project 3402).

Expenses

- \$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee (Project 3402).
- \$1,500 in ongoing costs to support the ACRL Diversity Alliance (Project 3402).
- \$14,000 will be budgeted to support two ALA Spectrum Scholars. The B&F Committee and the Board recommended increasing support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).
- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. After a two-year pause, offer ACRL licensed workshops with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an estimated direct cost of \$16,750 total: \$9,250 travel = (2 presenters x 5 workshop locations) * (\$450 flight + \$300 hotel (\$200 * 1.5 nights) + \$100 2 days per diem + \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations) (Project 3402).

Enabling programs and services: Member Engagement

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

Membership Services***Revenues***

- + These are preliminary estimates based on partial FY21 data, and we are still waiting for more up-to-date info from ALA Membership, as well as tactics to grow membership. Membership revenues will be budgeted by first looking at FY21 July actual, the most current membership data available, then adjusted to reflect a small increase in FY22 (a non-conference year) and adjusted for an expected increase in FY23 (a conference year). As FY23 will be a conference year for ACRL, historically membership increases by 1.54%. Therefore, FY23 membership will be budgeted at a total membership of 8,340 paying members (and 8,523 total members). This reflects the 10.3% membership decrease in FY20, projected membership decrease of 6.1% decrease in FY21, and 1% increase in FY22 as ALA simplifies membership categories. ACRL may increase dues slightly in FY23 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership dues rate for FY23 will be based on FY22 HEPI. Staff will continue to adjust this recommendation based on the monthly membership reports and quarterly HEPI forecasts.

Expenses

- Membership benefits and support for member services will be strategically reviewed by the Board and Budget and Finance Committee in light of decreasing revenues and absent net asset balance spend down. (Project 3200)
- ACRL will budget \$3,000 to sponsor three ALA Emerging Leaders. (Project 3200).
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000
- Reduced to \$15,000 from \$25,000 for as yet unidentified strategic initiatives will be budgeted. (Project 3200-5350)

Board and Executive Committee***Expenses***

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

- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 (Project 3201).

Advisory services and consulting

Revenues

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

Discussion Groups

Expenses

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

Awards

Expenses

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

Chapters

Expenses

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

Committees

Expenses

- Committees are allowed up to \$150 each. Based on historical requests, \$600 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 Sections and Interest Groups.

Sections

Expenses

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

Liaisons to Higher Education Organizations

Expenses

- See Advocacy section.

Special Events

Expenses

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

Government Relations (Project 3704)

Expenses

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

Scholarships

Expenses

- Funds for scholarships shall be budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
 - ACRL 2023 scholarships @ \$50,000, divided among in-person and virtual attendees and in addition to Friends fund donations supporting conference scholarships
 - 2022 RBMS Conference scholarships @ \$18,000 reduced to \$13,000
 - Immersion Programs @ \$12,000; reduced to \$10,000
 - E-learning scholarships @ \$1,000

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

Annual Conference Programs

Expenses

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

Enabling programs and services: Publications

Non-periodical publications

Revenues

- + In FY23, non-periodical publications will be able to recover costs and net a small excess total revenue based on the current list of books in progress and expanding backlist. (Project 3400)
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest for institutional e-book sales in FY23. (Project 3400)

Expenses

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

Library Statistics (Project 3202)

Revenues

- + In FY22 the redesigned ACRL information service Benchmark: Library Metrics and Trends will launch. Net revenue is projected to be \$62,153 and will be budgeted in 3202.

Expenses

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

Standards and guidelines (Project 3204)

Revenues

- + Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY23 as well, unless there is a bigger than anticipated economic rebound and/or

RoadShows move back to an in-person model (RoadShows IUT costs of booklets for programs back to this line).

Expenses

- There should be no, or very limited, printing expenses in FY23 due to current inventory and lack of sales in FY20, FY21, and most likely FY22.

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

- + Online advertising revenues for FY23 are projected to remain at FY22 budget levels. (Project 3300)

Expenses

- Online hosting and labor expenses should remain steady with FY21 actual/ FY22 budget. (Project 3300)

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

- *C&RL News* will become an online-only publication beginning with the January 2022 issue. FY23 will be the first full year that the magazine is not printed.

Revenues

- + Subscriptions: No subscription revenue in FY23 due to transition to online-only model during FY22.
- + Print product ads: No print ad revenue in FY23 due to transition to online-only model during FY22.
- + Online product ads: Revenue from banner ads on the C&RL News website and table of contents alert sponsorships should hold steady at FY22 budget levels.
- + Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, are projected to increase from \$90,000 to \$110,000 due to advertisers shifting to digital ads from print along with current FY22 demand.
- + Classified job ad revenues will be budgeted with a significant increase over FY22, back to the levels seen in the years prior to the pandemic. Job advertising recovered much more quickly and strongly than anticipated following the abrupt dive to record lows in 2020, returning to “normal” pre-pandemic levels by the spring of 2021. Job ad sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. But an uncertain economic environment and policies supporting ALA’s mission and values that restrict the ads JobLIST will publish—restrictions JobLIST’s for-profit competitors

don't have—potentially threaten its future performance. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. (Project 3302)

Expenses

- A small amount of funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. (Project 3302)
- \$14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. (Project 3302)
- \$18,000 will be budgeted for ALA JobLIST's ongoing operating expenses, a monthly fee to the platform provider. (Project 3302)
- There will be no printing or mailing expenses in FY23 due to transition to online-only publishing model during FY22. (Project 3302)
- Online hosting expenses are anticipated to remain steady at FY21 actual/ FY22 budget levels. (Project 3302)

RBM (Project 3303)

Revenues

- + Subscriptions continue to decline by approximately 20-25% per year with a similar decline anticipated for FY23 over FY21 and FY22. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print advertising revenue is projected to decline from \$8,000 in FY22 to \$6,000 in FY23 due to long-time advertisers retiring or closing shop. Online advertising revenue is projected to decline from \$1,500 in FY22 to \$1,000 in FY23.

Expenses

- Online hosting expenses will remain at FY21 actual/ FY22 budget levels following the transition to Open Journal Systems in FY17. (Project 3303)
- Increases in printing and postage are anticipated but have the potential to be volatile depending on whether paper shortages and USPS turmoil continue. (Project 3303)
- Page counts should remain at FY22 levels. (Project 3303)

CHOICE

Keeping in mind the points made in the overview section, here are the following *pro forma* assumptions regarding the FY23 budget, subject to change as we go further into FY22. (All percentages are to FY22 budget unless otherwise noted):

CHOICE Revenue

- + *Choice Reviews* subscription revenue will fall by 5%.
- + *Choice* magazine subscription revenue will fall by 20%; *Reviews on Cards*, by 15%
- + Subscriptions to *Resources for College Libraries* will be marginally higher than in FY21, at around \$125,000. RCL licensing will remain at \$10K for the use of RCL content in ProQuest's eBook Central, with an additional \$10K credited to Choice (3902) for OAT matches.
- + *ccAdvisor* will be depreciated at the close of FY22.
- + Advertising net revenues should increase by 2%-3%, with declining magazine advertising offsetting gains in sponsored content:
 - *Choice* magazine: 120,000
 - *Choice Reviews*: 35,000
 - Case studies and white papers: \$60,000
 - Podcasts: \$40,000
 - Newsletters and eblasts: \$225,000
 - Choice360 (including TIE): \$50,000
 - Webinars: 262,500
- + Royalties from licensing of *Choice Reviews* will remain at or slightly below current levels, to perhaps \$490K.

CHOICE Expenses

- Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
- All other direct expenses, with the exception of amortization of capitalized expenses, will remain consistent with FY22B, adjusted upward for 3% inflation.

CHOICE Bottom Line

- Revenues will be down approximately 4%.
- Assuming no furloughs, expenses will rise 3%
- For FY22, net revenue may be as high as (-\$290K), requiring a further draw-down from the Choice reserve fund, currently at about \$2.8MM thanks to an infusion of cash from the federal COVID bailout.

Enabling programs and services: Education

ACRL 2023 Conference (Project 3801)

Revenues

- All revenues pertaining to ACRL 2023 will be recognized in March 2023 after the conference is held.
- FY23 is an ACRL Conference year so total ACRL revenues will be approximately more than 1.5 to two million dollars more than FY22 total revenues.
- ACRL 2023 is being planned as a hybrid conference with approximately 50-60% of attendees attending in-person and approximately 40-50% participating remotely. We anticipate the total number of paid registrants around 3,000, which is an 8 percent decrease from the average of the past four conferences which was 3,243.
- We will set the F2F and virtual-only registration fees in order to cover expenses and to have a budget with a projected net revenue similar to the FY19 net.
- ACRL 2023 exhibitor revenues will be budgeted with a modest decrease from 2019 (the last in-person ACRL Conference). We have dropped between booths per conference since 2013 (327 booths actual 2019, 375 booths actual 2017, 386 booths actual 2015, 398 actual 2013), with a fairly large 48 booth drop from 2017 to 2019.
- ACRL 2023 sponsorship revenues will be budgeted around \$150,000-200,000 which is a 20-40% decrease from the usual \$250,000 goal. We expect fundraising to be challenging as we recover from the pandemic, as well tight budgets and ongoing company mergers.
- Because conference revenues have consistently met or exceeded budget for at least the last ten conferences, 100% of revenues will be recognized.

Expenses

- Staff are taking active steps to find cost-savings and reduce expenses when possible.
- The ACRL 2023 conference budget will include a modest amount of funds for “innovation” and/or new programs/services/accessibility which will enhance the hybrid conference experience.
- Scholarships will be budgeted as a “contra-expense” transfer from ACRL’s scholarship project and/or Friends Fund rather than shown as revenue.

Preconferences and workshops***Revenues***

- + Revenues generated from registration fees will cover the costs for one Annual preconference, as the event is budgeted to at least break even. We will budget attendance conservatively to minimize the possibility of having to cancel due to low registration numbers. (Project 3811).
- + The RBMS 62nd Annual Conference will be held in FY22. Revenues and expenses for this program will be set to break even. (Project 3800)

Expenses

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

Online learning (Project 3340)***Revenues***

- + E-learning webcasts and courses will be developed and offered in FY23. Since FY23 is an ACRL Conference year, we don't anticipate an increase in the number of offerings from FY22 levels. We anticipate total revenues will be even or a little down from FY21 actuals due to the implementation of standardized online learning pricing being implemented across ALA . (Project 3340)
- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY21.
- + ACRL will continue to offer group registration discounts for e-Learning webcasts and special pricing for webcast series. (Project 3340)

Expenses

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

Licensed workshops (Project 3341)***Revenues***

- We expect to resume licensing of full-day in-person workshops to institutions, chapters, and consortia upon request, though at reduced numbers from FY20. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship of Teaching and Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)
- ACRL will continue to offer virtual "Off-RoadShow" offerings based on the current workshop topics, developed in FY21/FY22. We project this to be a popular option for institutions and

organizations unable to host an in-person workshop and to generate a modest net, making up for the reduced number of in-person workshops. (Project 3341)

- \$10,000 in partial revenue for subsidized RoadShow (Tent. Projects 3702, 3703, 3711).

Expenses

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop at least one new workshop and hire new presenters in FY23, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.
- \$15,000 to support curriculum development of new workshops and curriculum refreshes of existing workshops, up from a reduced \$7,500 in FY22 but below pre-pandemic budget of \$20,000/year.
- Subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section.

Enabling programs and services: Advocacy**Strengthening partnerships with other organizations (Project 3501)*****Expenses***

- \$15,000 will be budgeted to support the work of ACRL's External Liaisons Committee (formerly Liaison Coordinating Committee) through its grants working group. (Project 3501).
- ACRL will continue organizational support Project COUNTER, CHEMA, EDUCAUSE (dropped EDUCAUSE Dues from draft budget saving \$2,000), FTRF, American Council of Learned Societies, National Humanities Alliance, and CNI. (Project 3501)
- Modest funding to support additional visits (as opportunities arise) to higher education organization conferences and meetings and those of information –related organizations will be included in the budget. (Project 3501)

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

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

Project Outcome (Project 3712)

Revenue

- + Project Outcome offers fee-based group accounts for consortia that may bring in revenue. Fees range from \$600 to \$5000 per group, depending on the number of institutions. There are likely to be fewer than 2 groups added in a year.
- + Revenue from training workshops will be budgeted at \$1750.
- + Revenue for sponsored webinars will be budgeted at \$5,000 (\$2,500 each for two webinars)
- + Revenue for new options (e.g. training kits, external partnerships, toolkit "resale")

Expenses

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

Operations

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

Staff and office

Expenses—ACRL

- ACRL's staff budget will include full staffing at FY22 level.
- \$2,500 will be budgeted for temporary staff as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted. Budgeted funds for professional development and membership, business meetings, and general operational costs reduced.

Expenses—CHOICE

- See *Choice* expenses.

ALA Relationship

Overhead—ACRL

- ACRL’s general overhead payment to ALA will be budgeted at FY22 levels as policy requires, currently estimated at about \$464,132 (FY21 final actual).

Overhead—CHOICE

- CHOICE’s general overhead payment to ALA will be budgeted at approximately \$297,654 in FY23, based on FY22 budgeted OH.

Q1 I attended the ACRL Virtual Leadership Council and Membership Meeting on Monday, May 24, 2021.

Answered: 22 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes - I attended the full meeting.	90.91%	20
Yes - I attended some of the meeting.	9.09%	2
No - I did not attend the meeting.	0.00%	0
TOTAL		22

Q2 We are sorry that you were unable to attend the May 24 virtual meeting. To help us plan for the next Leadership Council and Membership Meeting, can you please let us know why you were unable to attend (check all that apply)?

Answered: 0 Skipped: 22

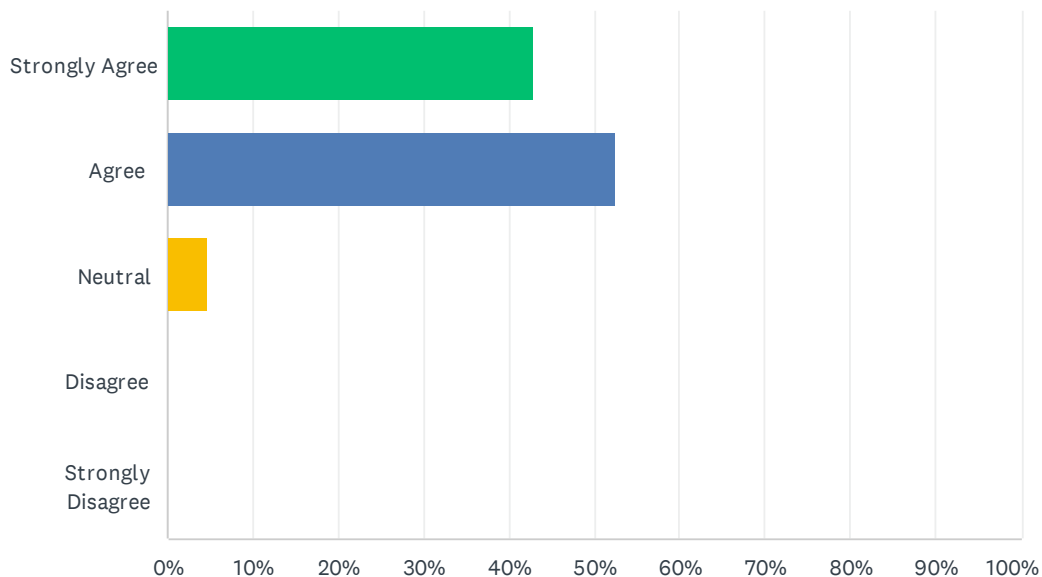
 No matching responses.

ANSWER CHOICES	RESPONSES	
Unavailable due to a scheduling conflict.	0.00%	0
I am in a time zone where the meeting was held during non-working hours.	0.00%	0
I do not like virtual meetings.	0.00%	0
I prefer to not use the Zoom software.	0.00%	0
I could not access the meeting due to technical difficulties.	0.00%	0
I registered, but never received the login URL.	0.00%	0
Other (please specify)	0.00%	0
Total Respondents: 0		

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q3 Overall, attending the Virtual Leadership Council and Membership Meeting was a good use of my time:

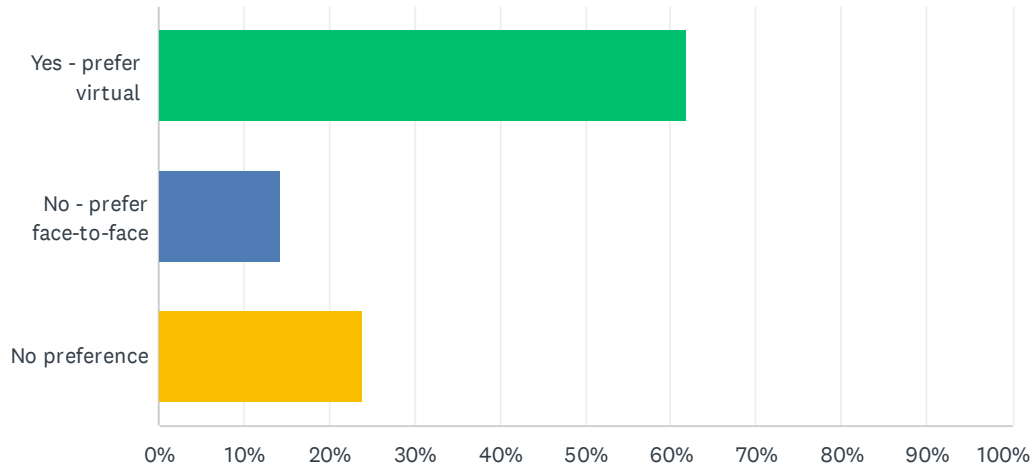
Answered: 21 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly Agree	42.86%	9
Agree	52.38%	11
Neutral	4.76%	1
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		21

Q4 I preferred having the ACRL Leadership Council and Membership Meeting virtual:

Answered: 21 Skipped: 1

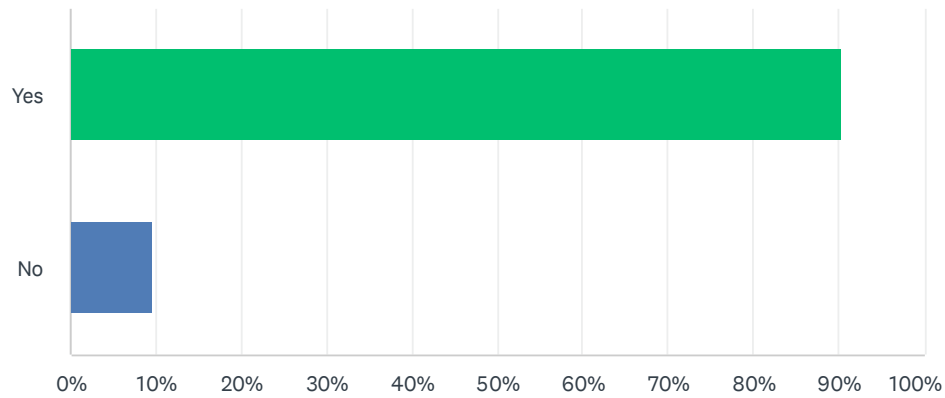


ANSWER CHOICES	RESPONSES	
Yes - prefer virtual	61.90%	13
No - prefer face-to-face	14.29%	3
No preference	23.81%	5
TOTAL		21

#	OTHER COMMENTS	DATE
1	If the meeting is not virtual, I cannot attend. I live in Spokane, WA, and am not a leadership member. This is a great way to get more involvement in ACRL leadership.	5/25/2021 1:19 PM
2	It is fine either way.	5/24/2021 2:38 PM
3	I've never been a the face-to-face version but I liked this version.	5/24/2021 2:33 PM
4	It should definitely be decoupled from ALA meetings so that we can lower the barrier of participation - it should be fully free to attend this meeting!	5/24/2021 2:32 PM

Q5 Do you feel that the main objectives of the meeting were clear?

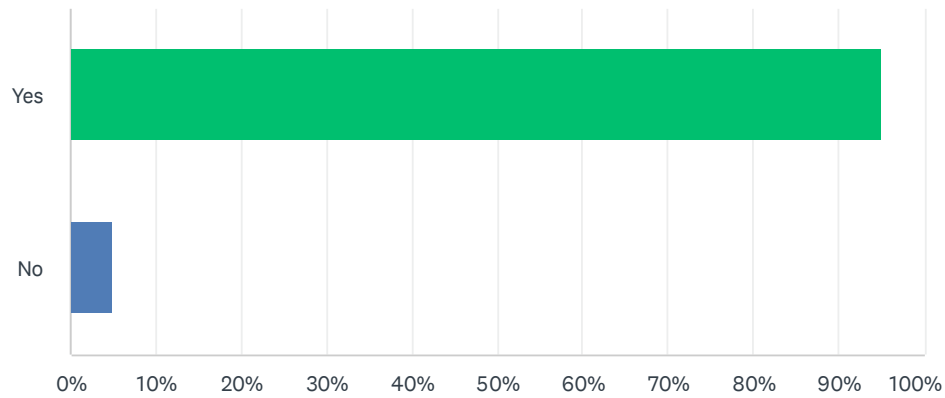
Answered: 21 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	90.48%	19
No	9.52%	2
TOTAL		21

Q6 Do you feel we accomplished the main objectives of the meeting?

Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	95.00%	19
No	5.00%	1
TOTAL		20

Q7 What are your feelings on the length of the Leadership Council and Membership Meeting?

Answered: 21 Skipped: 1

ANSWER CHOICES	RESPONSES	
We covered topics in a timely manner.	85.71%	18
Did not have enough time to cover material.	14.29%	3
TOTAL		21

Q8 In your role as a leader, what value do you see in attending Leadership Council?

Answered: 18 Skipped: 4

#	RESPONSES	DATE
1	To keep up-to-date as to what is happening on a higher level within the organization.	5/25/2021 10:20 PM
2	I am not a leader in ACRL, but wish to become more involved in future. Having a virtual option for live attendance gives me the opportunity to learn about ACRL where I could not if meeting is in-person.	5/25/2021 1:19 PM
3	It is an opportunity to learn about what is going on in ACRL.	5/25/2021 1:09 PM
4	knowing where the leadership is headed	5/25/2021 11:27 AM
5	Meeting and learning from other leaders.	5/24/2021 3:02 PM
6	It's an important time to hear from ACRL Board members and to engage with other ACRL leaders.	5/24/2021 3:00 PM
7	I value meeting other people and learning their perspectives.	5/24/2021 2:55 PM
8	Getting to hear from others across the Division and think about how our groups/colleagues can work together to achieve goals.	5/24/2021 2:51 PM
9	meeting others and talking about these issues	5/24/2021 2:48 PM
10	Important to know the goals/direction of the organization.	5/24/2021 2:43 PM
11	Being reminded of what is important in ACRL and ALA, and meeting others in ACRL.	5/24/2021 2:38 PM
12	This was my 1st Leadership Council and it helped me to better understand ALA and ACRL's priorities	5/24/2021 2:34 PM
13	Board Member	5/24/2021 2:34 PM
14	connecting with other leaders	5/24/2021 2:33 PM
15	I wish I knew who all was invited. Where did all the 100 or so people in the meeting come from? Were they ACRL Section Chairs, etc?	5/24/2021 2:33 PM
16	Really important to see other folks in leadership and hear what they think and value	5/24/2021 2:32 PM
17	comparing notes w/ colleagues in other areas/ w/ other specializations	5/24/2021 2:32 PM
18	Connecting to other leaders and getting a bigger, strategic picture of ACRL. This will help me do my work in ACRL	5/24/2021 2:32 PM

Q9 In regards to the meeting overall, consider the following statements.
 On a scale of 1-5, where (1) means "Strongly Agree" and (5) means
 "Strongly Disagree" please rate the statements below.

Answered: 21 Skipped: 1

	1 - STRONGLY AGREE	2 - AGREE	3 - NEUTRAL	4 - DISAGREE	5 - STRONGLY DISAGREE	TOTAL
All agenda topics were of interest to me.	38.10% 8	47.62% 10	9.52% 2	0.00% 0	4.76% 1	21
The documents supported the meeting agenda.	28.57% 6	52.38% 11	14.29% 3	0.00% 0	4.76% 1	21
ACRL Leadership Council and Membership Meeting provides an important opportunity for me to connect with other ACRL leaders and members in a virtual environment.	33.33% 7	38.10% 8	23.81% 5	0.00% 0	4.76% 1	21
I found the ALA Pivot Strategy and the impact on Divisions information to be informative.	52.38% 11	38.10% 8	4.76% 1	0.00% 0	4.76% 1	21
I found ACRL's Core Commitment to Equity, Diversity, and Inclusion updates to be informative.	42.86% 9	52.38% 11	0.00% 0	0.00% 0	4.76% 1	21
I appreciated hearing from ACRL committee leaders.	52.38% 11	33.33% 7	9.52% 2	0.00% 0	4.76% 1	21
I appreciated hearing from ACRL officers.	47.62% 10	42.86% 9	4.76% 1	0.00% 0	4.76% 1	21

Q10 Due to the pandemic, ACRL has temporarily elected to hold Leadership Council virtually. ACRL Leadership Council typically has convened in-person twice a year at Annual and Midwinter. What is your post-pandemic preference for future Leadership Councils (check all that you prefer)?

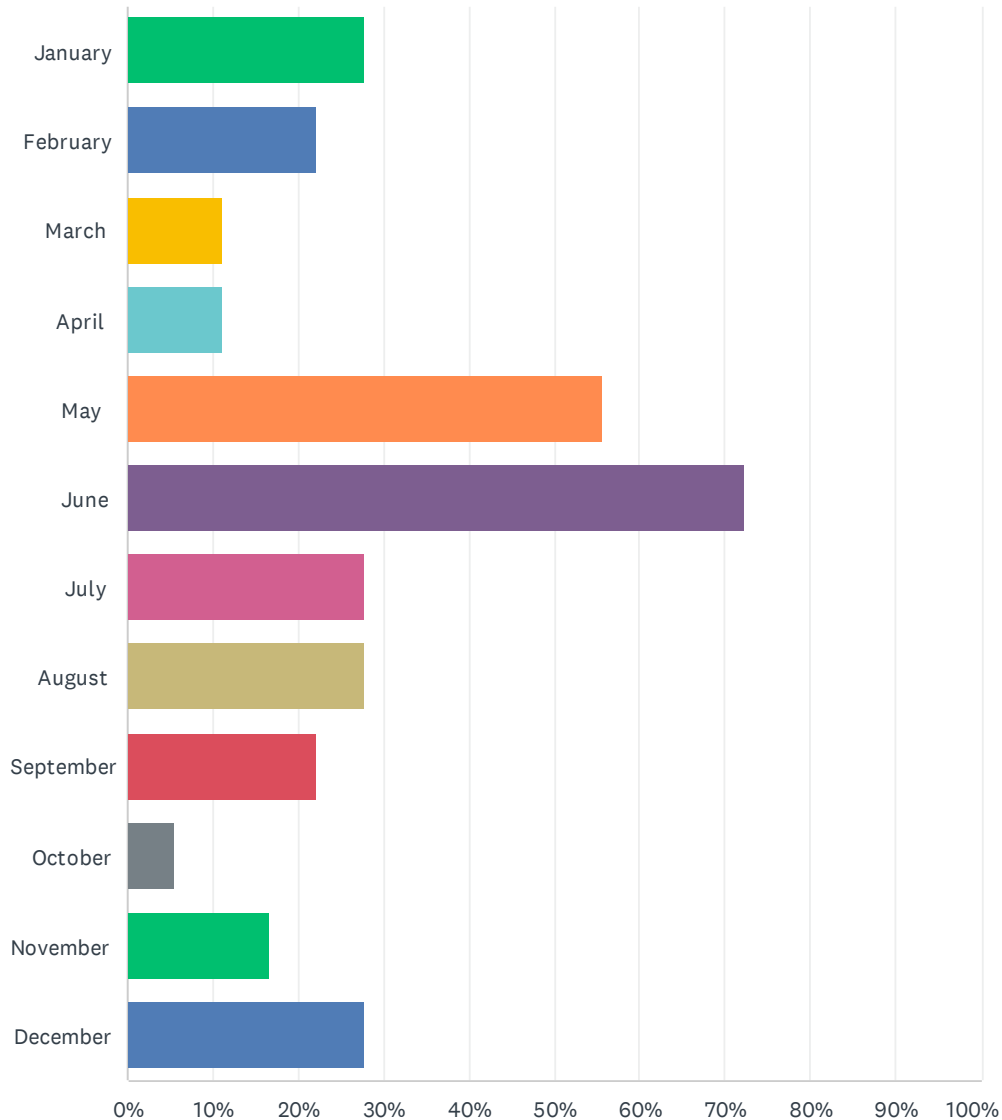
Answered: 21 Skipped: 1

ANSWER CHOICES	RESPONSES	
The meetings should be face-to-face.	14.29%	3
The meetings should be virtual.	47.62%	10
1 meeting should be face-to-face and 1 should be virtual.	23.81%	5
ACRL should only hold 1 meeting and it should be face-to-face.	14.29%	3
ACRL should only hold 1 meeting and it should be virtual.	9.52%	2
I have no preference.	0.00%	0
I have no preference.	0.00%	0
Other (please specify)	38.10%	8
Total Respondents: 21		

#	OTHER (PLEASE SPECIFY)	DATE
1	Is there an option for face-to-face meeting, with virtual attendance option too?	5/25/2021 1:20 PM
2	I value the face-to-face networking opportunities but I think a hybrid option is needed for those who cannot attend in person for whatever reason.	5/25/2021 1:11 PM
3	Hopefully f2f midwinter is going away	5/25/2021 11:30 AM
4	Hold a hybrid meeting -- F2F for those at the conferences and streamed to those not.	5/24/2021 3:03 PM
5	Virtual participation should be made available, but the meetings should primarily happen face to face.	5/24/2021 3:02 PM
6	We should go with what the leaders decide works for them, but twice a year.	5/24/2021 2:40 PM
7	If only one meeting per year is necessary, I'd strongly advocate for that. (This was my first ever ACRL LC meeting.)	5/24/2021 2:39 PM
8	I wish the Agenda and other documents came out sooner to give me more time to prepare.	5/24/2021 2:34 PM

Q11 Going forward, which month(s) would you like to meet for Leadership Council (select all the apply)?

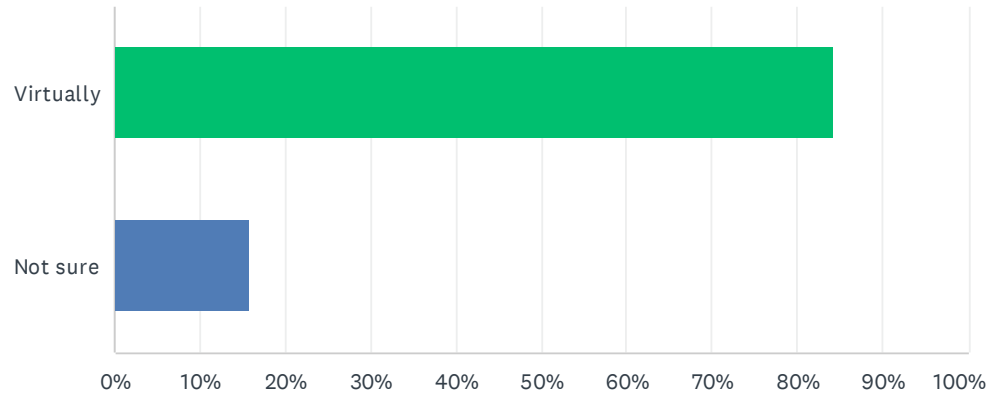
Answered: 18 Skipped: 4



ANSWER CHOICES	RESPONSES	
January	27.78%	5
February	22.22%	4
March	11.11%	2
April	11.11%	2
May	55.56%	10
June	72.22%	13
July	27.78%	5
August	27.78%	5
September	22.22%	4
October	5.56%	1
November	16.67%	3
December	27.78%	5
Total Respondents: 18		

Q12 For the 2021 ALA Annual Conference (Virtual), the ACRL group that I serve on plans to meet because:

Answered: 19 Skipped: 3



ANSWER CHOICES	RESPONSES	
Virtually	84.21%	16
Not sure	15.79%	3
TOTAL		19

Q13 I plan to attend the 2021 ALA Annual Conference (Virtual), even if my ACRL group is not meeting virtually because: (check all that apply)

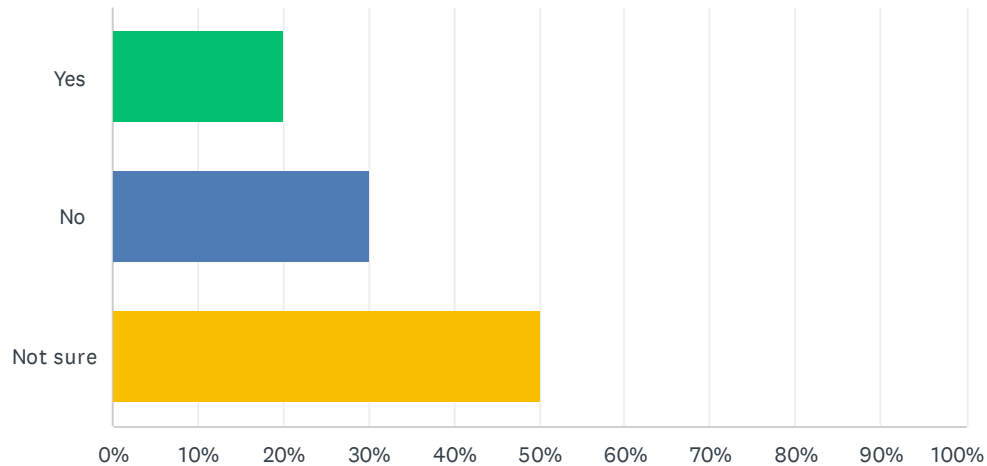
Answered: 15 Skipped: 7

ANSWER CHOICES	RESPONSES	
I have other non-ACRL committee service/obligations	26.67%	4
I want to keep up with new products and service as at the exhibits.	13.33%	2
I want to attend content sessions, e.g., forums, discussion groups, etc.	60.00%	9
I want to network.	33.33%	5
Other (please specify)	33.33%	5
Total Respondents: 15		

#	OTHER (PLEASE SPECIFY)	DATE
1	I paid for the 2020 conference and had never used the money.	5/24/2021 2:59 PM
2	Not attending	5/24/2021 2:52 PM
3	not attending	5/24/2021 2:50 PM
4	Supporting fellow librarians who are presenting	5/24/2021 2:33 PM
5	I will not attend	5/24/2021 2:33 PM

Q14 ALA has recently replaced Midwinter with LibLearnX, which is a new member-focused education experience designed to engage discussions that will shape the future of libraries and their communities. Do you plan to attend LibLearnX?

Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	20.00%	4
No	30.00%	6
Not sure	50.00%	10
TOTAL		20

Q15 Please list one thing that you found most valuable about the Virtual Leadership Council and Membership Meeting.

Answered: 17 Skipped: 5

#	RESPONSES	DATE
1	The breakout rooms were valuable to connect with other folks.	5/25/2021 10:25 PM
2	Hearing from Tracie Hall.	5/25/2021 1:12 PM
3	The EDI report that Carolyn gave.	5/24/2021 3:04 PM
4	Learning about ALA's plans	5/24/2021 3:04 PM
5	Hearing Tracie Hall talk about plans for ALA. I hadn't heard Tracie before.	5/24/2021 3:03 PM
6	I enjoyed meeting other people.	5/24/2021 2:57 PM
7	learning form others	5/24/2021 2:50 PM
8	The reports.	5/24/2021 2:44 PM
9	Hearing from Tracie Hall about ALA's Pivot strategy	5/24/2021 2:43 PM
10	The information that everyone provided was immensely helpful, since it helped me to see how top-level goals at ACRL are formed, and how decisions are made.	5/24/2021 2:42 PM
11	breakout sessions	5/24/2021 2:41 PM
12	breakout sessions	5/24/2021 2:39 PM
13	Hearing from Jon Cawthorne. Meeting others in the breakout room. We introduced ourselves within our breakout group (name, institution, role) and that was nice.	5/24/2021 2:38 PM
14	It was interesting to hear from, and get to see, others who are leaders in ACRL	5/24/2021 2:35 PM
15	discussing concerns about the Pivot Plan	5/24/2021 2:35 PM
16	Hearing about strategic plans and updates	5/24/2021 2:35 PM
17	finding out that ACRL is focusing so hard on EDI and the work that's been done already	5/24/2021 2:34 PM

Q16 Please list anything you would change about the Virtual Leadership Council and Membership Meeting.

Answered: 15 Skipped: 7

#	RESPONSES	DATE
1	I appreciated the anti-racism training and how it acted as a series. I would love a series, to be able to more intentionally talk about and discuss the information provided. It seemed a bit rushed.	5/25/2021 10:25 PM
2	I thought I would hear from a broader cross section of ACRL groups.	5/25/2021 1:12 PM
3	There's a lot to talk about and not enough time.	5/24/2021 3:04 PM
4	Nothing I can think of	5/24/2021 3:04 PM
5	I'd been glad to have heard a little more from Jon Cawthorne but it was quite good.	5/24/2021 3:03 PM
6	Less time for breakouts.	5/24/2021 2:44 PM
7	Having the handouts available ahead of time was really helpful. Would it be possible to share Carolyn and Mary Beth's slides, too?	5/24/2021 2:43 PM
8	Nothing; this virtual meeting worked well.	5/24/2021 2:42 PM
9	make it more fun!	5/24/2021 2:41 PM
10	share all slides with attendees before the meeting, it would have been great to be able to reference the EDI slides in the small breakout session	5/24/2021 2:39 PM
11	Provide an introduction of who all is present not just those speaking but who is the audience. At first I thought this meeting was for ACRL Section Chairs but there were so many that couldn't be it, right? Maybe a brief (2 minute) overview of who is in attendance.	5/24/2021 2:38 PM
12	Change the invitation to be more explicit about what it is for, and why I am being invited. As a chair elect, I had no idea what this meaning was and why I was being invited! I had no idea what kind of role I was supposed to play and what the expectations were for my attending.	5/24/2021 2:35 PM
13	more concise presentations, less power point	5/24/2021 2:35 PM
14	Please include *all* presentation slides in the materials circulated in advance. It was hard to answer Qs in the second breakout room when I couldn't go back to the slides	5/24/2021 2:35 PM
15	maybe cameras on for the breakout sessions, although I understand why people don't for their own reasons	5/24/2021 2:34 PM

Q17 What topics would you like to cover at future Leadership Council and Membership Meetings?

Answered: 9 Skipped: 13

#	RESPONSES	DATE
1	Would love to hear from the committee sections/interest groups, perhaps a quick 2-3 minute update for those that want to share.	5/25/2021 10:25 PM
2	EDI needs to be a standing agenda item. Also, as long as the ALA stuff is going on, we need to continue to hear about that.	5/24/2021 3:04 PM
3	I thought Leadership Council would help orient new ACRL leaders to the broader organization - such as its structure, priorities, possible opportunities to collaborate with others, as well as making sure we know what administrative procedures to follow to get things done (i.e., who to contact about what). Will that be covered another time? Maybe this was intended more as a Membership Meeting?	5/24/2021 2:43 PM
4	how to advertise spectrum scholar members for ACRL work	5/24/2021 2:41 PM
5	A detailed budget report - there were requests for more budget transparency in one of the small groups - I don't expect that many members read the board documents or B&F Committee documents to really understand where ACRL is spending money and resources	5/24/2021 2:39 PM
6	Why is ACRL Conference every two years? Can it be every year? It's my favorite conference.	5/24/2021 2:38 PM
7	balance between mission-driven activities determined by members and chairs of sections and larger directions set by higher admins in the organization, revenue-generating imperatives, etc.	5/24/2021 2:35 PM
8	more work on EDI efforts	5/24/2021 2:35 PM
9	would love to see part 2 of the EDI work that's happening and how things are progressing am also interested in learning how pandemic budget cuts are impacting members and member organizations	5/24/2021 2:34 PM

Q18 Please provide any additional feedback you feel was not captured previously.

Answered: 6 Skipped: 16

#	RESPONSES	DATE
1	Just a note that I hope we can encourage the membership of Canadian librarians	5/24/2021 3:03 PM
2	I prefer online meetings and found the small breakout rooms great for meeting new people. It would have been nice to be in different breakout rooms to meet even more people.	5/24/2021 2:43 PM
3	I appreciated the balance of learning information and having the chance to discuss it in smaller break-out rooms.	5/24/2021 2:42 PM
4	The hour and a half went by quickly - it felt like there wasn't enough time for everything	5/24/2021 2:39 PM
5	Encourage breakout groups to start by introducing themselves to each other. Provide the reading material about a week in advance please.	5/24/2021 2:38 PM
6	Thanks for all your hard work to organize this meeting. I'm really appreciative that I did not have to register for Annual to participate	5/24/2021 2:35 PM

MAY 2021



***VIRTUAL LEADERSHIP COUNCIL
AND MEMBERSHIP MEETING
AGENDA***

Monday, May 24, 2021 ■ 11:00 am-12:30 p.m. Pacific | noon-1:30 p.m. Mountain | 1:00 – 2:30 p.m. Central | 2:00-3:30 p.m. Eastern
Zoom Login emailed upon [registration](#)

1:00–1:05 p.m.	Welcome & Introductions	Jon Cawthorne ACRL President
1:05–1:25 p.m.	ALA Pivot Strategy and Divisions #1.0	Tracie Hall ALA Executive Director
1:25–1:45 p.m.	Breakout Groups	Jon Cawthorne ACRL President
1:45pm	Reconvene & Introductions	Jon Cawthorne ACRL President
1:47–2:07 p.m.	Advancing ACRL’s Core Commitment to EDI. #2.0, #3.0, #4.0,	Mary Beth Lock Equity, Diversity & Inclusion Committee Carolyn Allen Budget and Finance Committee
2:07-2:27 p.m.	Breakout Groups	Jon Cawthorne ACRL President
2:27–2:30 p.m.	Reconvene & Closing Remarks	Jon Cawthorne ACRL President

Following the virtual meeting, please complete the online evaluation.

Documents

Doc 1.0	ALA Pivot Strategy
Doc 2.0	ACRL Plan for Excellence
Doc 3.0	ALA Midwinter 2021 reports by Goal Area Committees
Doc 4.0	Report of recent ACRL activities that support Core Commitment

Note: As there was no agenda for the Fall 2020 Leadership Council series, the following are message from McKensie Mack and 2020 ACRL President Jon Cawthorne.

From: [Allison Payne](#)
To: [Allison Payne](#)
Subject: FW: ACRL 3-Part Virtual Leadership Council: Please RSVP
Date: Monday, September 14, 2020 9:30:19 AM

Please see the following message that I'm sending on behalf of McKensie Mack, who will be facilitating this year's ACRL Leadership Council sessions, which start on Monday, September 21. If you have not registered, please make sure to do so via the links in the invitation below McKensie's message.

Dear ACRL Leaders,

My name is McKensie Mack and I am the Founder and Managing Director of the McKensie Mack Group (MMG) and the Creator of #BoundaryWork. I'm reaching out to you because I was contracted by the Association of College & Research Libraries (ACRL) to help develop and facilitate **Anti-Racism in the Library: A 3-Part Training Series Program**. Personally, I don't believe in beginning facilitation work without a formal introduction between myself and the people who make up the culture and community of the organization. At MMG, we believe that equity work has to be relational, first, before it can be anything else. So, here is my brief introduction along with an overview of what you can expect from the *Anti-Racism in the Library Program*.

More about me:

I am a trilingual anti-oppression consultant, researcher, organizer, and facilitator from the Southside of Chicago. I've been doing equity and anti-oppression work for over a decade and I've worked with community groups, schools, nonprofits, and companies in West Africa, South Africa, India, South America, Europe, the U.S., and the UK. At MMG, we don't pretend to have all the answers, but we do ground our approach and ethos in working with clients as collaborators and partners to envision and then create the most equitable, accountable, and transformational cultures we can build together.

You can learn more about me and the McKensie Mack Group by visiting this website here: <https://www.mckensiemack.com/>.

What happens next?

On Monday, September 21, 2020, our *Anti-Racism in the Library: A 3-Part Training Series Program* will kick off with: **There's No Such Thing As Race Neutral: Developing Strategies for Anti-Racist Librarianship**. In this 90-minute workshop, we'll talk about developing an analysis of race, racism, and racial justice within the institution. Through brave dialogue, openness, and learning spaces founded in community care; we will explore why anti-racism work is critical to developing cultures of accountability that dismantle harm and integrate anti-racist analysis into organizational culture. There will be both pre-work and homework for this session which you can find in the following, *Pre-Work Assignment and Opening Assessment* section.

Pre-Work Assignment and Opening Assessment

1. As you prepare to begin the *Anti-Racism in the Library Program*, I want you to take time to reflect on the meaning of transformation in the face of

systemic injustice by reading [Audre Lorde's *The Transformation of Silence into Language and Action*](#) and then completing the **Anti-Racism in the Library Pre-Work #1 Assignment**, which can be found [HERE](#). This assignment is due on Sunday, September 20. There is no specific time requirement.

2. We've created this [opening assessment](#) to gauge where members of the Leadership Council are entering into the discourse on race, identity, power, and privilege. Your responses will help us further refine content for the program. There are no right or wrong answers so please answer as honestly and as openly as you'd like.

Where do we begin?

This work will be challenging and uncomfortable. It will push you out of your comfort zone and may bring up feelings of vulnerability for you. As you begin in this program, it will be important for you to remember that without vulnerability, transformation cannot take place. When we seek to be transactional in our work, we seek to maintain existing structures of injustice. Our goal here is not to maintain and navigate injustice, but to dismantle it and build something transformative in its place.

Looking forward to our first call on September 21, 2020.

Bravely,

McKensie Mack

From: ACRL President Jon E. Cawthorne <acrl@ala.org>
Sent: Friday, September 4, 2020 9:42 AM
To: ACRL President Jon E. Cawthorne <acrl@ala.org>
Subject: ACRL 3-Part Virtual Leadership Council: Please RSVP

Dear ACRL Leaders,

I can't wait to see you during this year's ACRL Virtual Leadership Council!

2020—what a year to begin a new decade! This has been a year filled with challenges: a pandemic, new routines for virtual work, deep fiscal uncertainty, and a general awakening to the unfair, uneven interpretation of laws, values, and police actions toward Black and Brown communities. Indeed, there is so much going on it is sometimes hard to imagine how we can make individual and collective changes. Colleagues, as we think about how to move forward, I believe we can do the work necessary in this moment. The change starts with us: Leadership Council within ACRL. Your participation in this year's Virtual Leadership Council sessions will contribute to advancing ACRL's Plan for Excellence, especially our desire to integrate the association's Core Commitment to creating diverse and inclusive communities into every aspect of our association.

I'm very excited that McKensie Mack—presenter of the 2020 ACRL President's Program "[Shifting the Center: Transforming Academic Libraries Through Generous Accountability](#)"—will facilitate this year's Virtual Leadership Council. Over the summer, they worked with us to develop a unique, three-part anti-racism series for ACRL leaders, with very powerful goals to:

- Help ACRL leaders develop a shared framework and language for discussions around anti-racism, accountability, and repair.
- Provide frameworks for institutional organizing that lays the groundwork for anti-racist policies, cultures, and analysis in varying scenarios of power and privilege.
- Advance and truly embed ACRL's Core Commitment to Equity, Diversity, and Inclusion (EDI) into all work of the association.
- Develop individualized action plans for integrating frameworks for anti-racism and institutional organizing within participants' respective institutions and within ACRL.

About Leadership Council

Your leadership role in the association is essential to the work of our member-engaged organization. What you do as leaders of your committees, sections, interest groups, chapters, and discussion groups helps us respond to the current and future needs of our members. As member leaders, you supply the Board of Directors with valuable guidance on various strategic issues facing the association.

Typically, the ACRL Leadership Council has convened twice a year during the ALA Midwinter Meeting and ALA Annual Conference. These meetings provide a forum for ACRL member leaders to come together to chart ACRL's course. We did not meet in June, as the ALA Annual Conference was canceled due to the pandemic. The Board decided to hold Virtual Leadership Council as a three-part series to take advantage of our new virtual work environments, advance ACRL's Core Commitment to EDI, provide ACRL leaders with frameworks for anti-racism work within your respective institutions and ACRL, and to embolden us all to action.

Core Commitment to Equity, Diversity, and Inclusion

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

Virtual Leadership Council Registration – Please RSVP!

Using the links below, please register for both of the large group sessions and one of the small group discussions.

- **There's No Such Thing As Race Neutral: Developing Strategies for Anti-Racist Librarianship**
large group, 90 minutes, Monday, September 21, 2020, 10am-11:30am Pacific / 11am-12:30pm Mountain / noon-1:30pm Central / 1pm-2:30pm Eastern

All leaders register: [Zoom Signup](#)

- **There's No Such Thing As Race Neutral** small group discussions, 90 minutes. **Choose one and sign up.** *Registration will be emailed closer to the meeting date.*
 - [Discussion Group A Signup Genius](#) | Tuesday, September 22, 2020, 9am-10:30am Pacific / 10am-11:30pm Mountain / 11am-12:30pm Central / noon-1:30pm Eastern
 - [Discussion Group B Signup Genius](#) | Wednesday, September 23, 2020, 9am-10:30am Pacific / 10am-11:30pm Mountain / 11am-12:30pm Central / noon-1:30pm Eastern
 - [Discussion Group C Signup Genius](#) | Thursday, September 24, 2020, 10am-11:30am Pacific / 11am-12:30pm Mountain / noon-1:30pm Central / 1pm-2:30pm Eastern
 - [Discussion Group D Signup Genius](#) | Friday, September 25, 2020, 10am-11:30am Pacific / 11am-12:30pm Mountain / noon-1:30pm Central / 1pm-2:30pm Eastern
- **Taking Action, Seeking Repair: Organizing for Anti-Racism** large group, 90 minutes, Friday, October 9, 2020, 10am-11:30am Pacific / 11am-12:30pm Mountain / noon-1:30pm Central / 1pm-2:30pm Eastern
 - **All leaders register: [Zoom Signup](#)**

The last session, Taking Action, Seeking repair will focus on specific actions you can bring back to your committee. Again, we are doing this work to infuse EDI into all aspects of our work at ACRL. If you have a conflict, rest assured that the large group sessions will be recorded and shared with you afterwards. Complete descriptions of what will be covered in each session are available at the end of this message.

Preparation

At least one week prior to the first session, we will send pre-work (plan on approx. 2-3 hours, including watching the recording of the 2020 ACRL President's Program "[Shifting the Center: Transforming Academic Libraries Through Generous Accountability](#)") and an assessment designed to gauge where people are entering the discourse on race, power, and privilege.

Please feel free to contact me or ACRL Interim Executive Director Kara Malenfant at kmalenfant@ala.org if you have questions. I look forward to engaging with you at Virtual Leadership Council and working together with you on behalf of ACRL.

Sincerely,

Jon E. Cawthorne, Ph.D.
ACRL President, 2020-2021

FULL SESSION DESCRIPTIONS

The goals of the ACRL Virtual Leadership Council three-part series are to:

- Help ACRL leaders develop a shared framework and language for discussions around anti-racism, accountability, and repair.
- Provide frameworks for institutional organizing that lays the groundwork for anti-racist policies, cultures, and analysis in varying scenarios of power and privilege.
- Develop individualized action plans for integrating frameworks for anti-racism and

institutional organizing within participants' respective institutions.

There's No Such Thing As Race Neutral: Developing Strategies for Anti-Racist Librarianship | 90 minutes

"In a racist society, it's not enough to be non-racist, we must be anti-racist." —Angela Davis

There's No Such Thing As Race Neutral is a 90-minute workshop designed to help organizational leaders understand the continuum of anti-racism within their organizations. Through brave dialogue, openness, and learning spaces founded in community care, we explore why anti-racism work is critical to developing cultures of accountability that dismantle harm and integrate anti-racist analysis into our organizational culture.

Outcomes:

- Examining the cycle of socialization and how our social identities impact our understanding of race, power, and privilege.
- Exploring the characteristics of white supremacy culture.
- Defining key vocabulary for talking about race, anti-racism, and transformational justice.

There's No Such Thing As Race Neutral | Small Group Discussions | 4 sessions at 35 participants each | 90 minutes

Using the content presented in the There's No Such Thing as Race Neutral workshop, participants will participate in facilitated small group discussions. The goal of these discussions is to identify the ways library systems perpetuate racialized harm and potential pathways they can take to intervene. These small group discussions will enable ACRL members to work collaboratively to create roadmaps for integrating principles of anti-racism in the library institutions where they hold the most power.

Outcomes:

- Examining how we identify and intervene interpersonally and institutionally in racialized harm.
- Defining cultures of accountability at participants' respective institutions and envisioning how these cultures can be shifted and changed.
- Creating a roadmap outlining each participant's commitment to leaning into the work at their respective organizations.

Taking Action, Seeking Repair: Organizing for Anti-Racism | 90 minutes

As ACRL leaders in positions of power across the nation, what does it mean to be anti-racist? In this workshop, participants will be introduced to frameworks for organizing against interpersonal and institutional racism within libraries. As a group, we will unpack and analyze organizational approaches to facing conflict and seeking repair. Participants will also be provided various resources they can use to develop action plans for integrating anti-racist practices into the culture of their respective library systems.

Outcomes:

Applying the concept of generous accountability to organizational change.

- Developing next steps and priorities for engaging with anti-racism work in community with library workers and library leaders.
- Designing strategies for applying the principles of racial equity and anti-racism within the greater ACRL community.

About the McKensie Mack Group

The McKensie Mack Group is a Chicago-based consulting agency that helps organizations identify and challenge social inequities that keep them from realizing their greatest potential. We hold more than 10 years of experience working with corporate teams, nonprofit organizations, LGBTQ+ communities, higher education institutions, and K-12 schools. Our consulting group centers the knowledge and experiences of communities across the intersections of race, gender, class, disability, and sexual orientation and features a long list of organizational partners to include, but not limited to the American Library Association (ALA), Wikimedia Foundation, Promise54, The Museum of Modern Art (MoMA), Equity in the Center, Howard Brown Health, Physics Educators for Anti-Racism, and Enrich Chicago.

January 2020



VIRTUAL LEADERSHIP COUNCIL
AGENDA

Thursday, January 16, 2020 • 2:00 – 3:30 p.m. central

[Zoom Login](#)

2:00–2:03 p.m.	Welcome & Introductions	Mary Ellen Davis ACRL Executive Director
2:03–2:10 p.m.	President’s Update	Karen Munro ACRL President
2:10–2:15 p.m.	Vice-President’s Update	Jon E. Cawthorne ACRL Vice-president
2:15–2:35 p.m.	ALA Steering Committee on Organizational Effectiveness (SCOE) #2.0, #3.0	Lessa Pelayo-Lozada Steering Committee Chair Emily Daly, ACRL Board Steering Committee Member
2:35–3:00 p.m.	Advancing ACRL’s Plan for Excellence and Core Commitment to EDI. Updates from ACRL Goal-Area and EDI Committee #1.0	Derrick Jefferson, Chair Equity, Diversity & Inclusion Committee Jolie O. Graybill, Chair Erin Smith, Vice-Chair New Roles & Changing Landscapes Committee Nathan Frank Hall, Chair Charlotte Roh, Vice-Chair Research & Scholarly Environment Committee Nicole E. Brown, Chair Alex Hodges, Vice-Chair Student Learning & Information Literacy Committee

Amanda L. Folk, Vice-Chair
Value of Academic Libraries
Committee

**3:00–3:05 p.m. Making the ACRL 2021 Conference
Call for Participation more inclusive
#4.0**

Beth McNeil, Chair
ACRL 2021 Conference

3:05–3:25 p.m. Breakout Groups

Karen Munro
ACRL President

3:25–3:29 p.m. ACRL 2021 Scholarship Campaign

Lori Goetsch, Chair
ACRL 2021 Campaign

3:29–3:30 p.m. Closing remarks

Karen Munro
ACRL President

Following the virtual meeting, please complete the online evaluation.

Documents

Doc 1.0 ACRL Plan for Excellence
Doc 2.0 Steering Committee on Organizational Effectiveness (SCOE) Forward Together
Report
Doc 3.0 PLA-ACRL Response to SCOE recommendations
Doc 4.0 ACRL 2021 Call for Participation

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



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Proposed continued sponsored memberships for BIPOC library workers serving underrepresented groups

Submitted by: Maisha Carey, Chair ACRL/EDI Committee, along with members David Forero, Mary Beth Lock, Gloria Rhodes, Je Salvador

Date submitted: 10/26/2021

Background

During these unprecedented times of the COVID-19 pandemic; heightened social awareness of systemic racism, oppression, and institutional violence; and economic recession—all of which disproportionately impacts communities of color—the ACRL Equity, Diversity, and Inclusion (EDI) Committee requests that the ACRL Board continues to make available a stipend to support the 47 ALA + ACRL memberships to Black, Indigenous, or People of Color (BIPOC) library workers who serve underrepresented populations who first received the stipend as a part of the BIPOC Membership initiative in March, 2021. (The awardees in March, 2021 cost a total of \$6487.00)

ACRL's core commitment to EDI means "the Association will acknowledge and address historical racial inequities; challenge oppressive systems within academic libraries; value different ways of knowing; and identify and work to eliminate barriers to equitable services, spaces, resources, and scholarship" (ACRL Plan for Excellence, Revised November 2018). Galvanized by this commitment and the Association for Library Service to Children (ALSC) [Relief Renewals for BIPOC Members](#), ACRL also must "increas[e] the intentional retention of a diverse membership, while reducing barriers to participation" (ALSC, 2020). In November of 2020, the ACRL EDI Committee asked for, and received funding to support memberships for 50 BIPOC members to both ALA and ACRL. The memberships were awarded just prior to the ACRL Virtual Conference. While 50 members were contacted, only 47 of the awardees actually claimed the award.

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

The 2021 ACRL EDI Committee Report on BIPOC Memberships is Doc 9.0.

This year, the ACRL EDI Committee requests support to continue to fund the 47 ALA + ACRL memberships that were awarded to recipients in March of 2021. This year the focus of the EDI Committee will be on encouraging engagement and leadership development of the recipients. We would like to notify the recipients prior to the [Get Involved webinar](#) hosted by ACRL in November and the [2022 LibLearnX \(Virtual\) Conference](#). While we understand the emergent nature of these unprecedented and turbulent times, we also know that we must make a sustained effort to combat systemic issues of racism and oppression in our profession and increase support to retain BIPOC library workers in the profession.

While we by no means expect that all of the 47 recipients will participate in ACRL as a leader, we hope that the additional year of funding will alleviate the financial constraints that may impede their growth in the organization. We will reach out to the recipients to engage with them and to provide community to encourage further engagement in ACRL.

After evaluation of the program's success, and to grow the program, we would like the Board to consider funding 50 annual memberships for BIPOC library workers on a two-year cycle. This will enable the introduction of BIPOC members to the work of ACRL, create Cohorts of participants, and help to cement the participation of BIPOC voices on committees and other groups throughout ACRL. The evaluation of candidates to receive these membership stipends will be managed by the ACRL EDI Committee, and added to their annual work plan.

Funding for the memberships will be on a two-year cycle, after this initial year, during which we will manage both the second year of Cohort 1 and the first year of Cohort 2.

	FY22	FY23	FY24	FY25	FY26
Year 1 Funding	Cohort 2		Cohort 3		Cohort 4
Year 2 Funding	Cohort 1	Cohort 2		Cohort 3	

Benefits of this two-year cycle:

- Specific focus areas for each year - Year 1: focus on orientation to ACRL; Year 2: focus on participation (leadership, presentations, etc.)

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.

- Alignment with conference schedule, enabling Cohort members to present in Year 2
- Mentorship and support for submitting conference presentation proposals
- Year 1 Cohort assist with recruitment of the next Cohort

For FY22, we are requesting up to \$15,000 for the following:

- Continued funding for the 47 members currently in the Cohort 1
- Funding for 25 members in Cohort 2

For FY23, we are requesting up to \$10,000 for the following:

- Continued funding for 25 members in Cohort 2
- Registration funding for 25 Cohort 2 members for the ACRL 2023 Conference

Criteria for 2020-2021 50 Free Memberships

- Applicants must identify as Black, Indigenous, or as a Person of Color.
- Applicants must be library workers who currently serve, have served, or will be serving underrepresented populations at academic, college, or research libraries or institutions, including junior, community, or technical colleges; vocational institutions; rural institutions; Historically Black Colleges and Universities (HBCUs); Tribal Colleges and Universities (TCUs); Hispanic Serving Institutions (HSI), and etc.

Notes on Requirements

In order to make this stipend available to the widest number of applicants possible, this stipend will be available to library workers who do not have an MLS/MLIS, as well as those who do.

Application Draft:

Please see our linked [draft application](#) (Doc 8.1) and [draft screening rubric](#) (Doc 8.2) for more information.

Timeline

- We hope the Board of Directors will address this recommended action as soon as possible so that Cohort 1 members can be notified prior to the [Get Involved webinar](#) in late November 2021.
- Call for applications for Cohort 2 will be conducted in Spring 2022. Memberships will take effect on August 1, 2022. This timeline will allow cohort members to have 2 years of conferences within their membership award.

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.

Stakeholders

Other possible stakeholders include ACRL Membership Committee, ALA ODLOS, ACRL Diversity Alliance Taskforce, APALA, BCALA, AILA, CALA, and REFORMA. The stakeholders will assist in promoting the free memberships. ACRL Membership Committee has expressed preliminary interest in this initiative, pending consultation with the full Membership Committee.

As this proposal has financial implications for FY22 and FY23, it was shared with the ACRL Budget & Finance Committee chair, who supports this strategic initiative.

Fiscal and Staffing Impact

We anticipate that memberships may be awarded to those who would otherwise not have the financial ability to join at all. Funding for these scholarships will come from the TBD strategic initiatives budget transfer for FY22.

Based on FY22 membership rates for ALA and ACRL, the estimated cost to fund 72 free memberships is \$3,240 to \$15,768 (ALA personal dues \$40 to \$150; ACRL \$5 to \$69).

If approved, ACRL staff will partner with the committee on finalizing the call for proposals then market and promote the program through usual ACRL communication channels.

Action Recommended

That the ACRL Board of Directors approves to use up to \$15,000 from TBD strategic initiatives budget to fund 72 ALA and ACRL memberships for BIPOC library workers serving underrepresented groups in FY22.

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.

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.

x New Roles and Changing Landscapes

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

x Enabling Programs and Services

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

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

ACRL/ALA Membership Funding for BIPOC Library Workers Draft Application

ACRL has a core commitment to “acknowledge and address historical racial inequities; challenge oppressive systems within academic libraries; value different ways of knowing; and identify and work to eliminate barriers to equitable services, spaces, resources, and scholarship”¹. To show support to Black, Indigenous and People of Color (BIPOC) workers in libraries, and especially for those who also serve underrepresented groups, the ACRL Board of Governors has approved funding of up to 50 memberships to ALA and ACRL, an annual membership grant that is valued at over \$200 per year.

In order to be considered for this membership funding, applicants must

- identify as a Black, Indigenous, and/or Person of Color

Consideration will be extended to those who

- serve underrepresented populations
- have experienced household job loss or furlough in 2020
- are considered early-career professionals (less than 5 years experience)

1. Name (text bar)
2. Email (text bar)
3. Pronouns (not a required question) (text bar)
4. Are you currently employed? (select one)
 - No
 - Yes
 - [required text box to insert Place of Employment if they select the ‘Yes’ button]
5. Please note, in support of ACRL EDI goals, this funding opportunity is only for BIPOC library workers.
I confirm that I identify as Black, Indigenous, and/or as a Person of Color. (select one)
 - Yes
 - No
6. Is or was your employer labeled as one of the following? (select multiple, all that apply)
 - Historically Black College or University
 - Hispanic Serving Institution
 - Tribal College or University
 - Junior, Community, or Technical College; or Vocational Institution
 - Rural Institution

¹ACRL Plan for Excellence, Revised November 2018

- No/Not Applicable
7. Are you an early-career library worker (having less than 5 years of experience)? (select one)
- Yes
 - No
8. Have you experienced any of the following in 2020? (select multiple, all that apply)
- Income Loss
 - Job Loss
 - Furlough
 - No/Not Applicable
 - Prefer Not to Say
9. I was previously an ACRL member.
- Yes
 - No
10. Share with the committee how membership would make an impact on you (for example, in first-time membership, returning to ACRL membership after a lapse, service to the profession, networking, conference attendance, access to ACRL publications, and etc.), and/or share anything else you'd like the review committee to know. (250 or fewer words, text box)

Question	Weight Q1-4: details-- no weight credited Q5: Y/N-- qualify if "Y" answer provided Q6-9: select-- 0/1 credited for answer [see notes]	Notes
Q1. Name (text bar)	-	
Q2. Email (text bar)	-	
Q3. Pronouns (not a required question) (text bar)	-	
Q4. Are you currently employed? (select one)	-	
Q5. Please note, in support of ACRL EDI goals, this funding opportunity is only for BIPOC library workers. I confirm that I identify as Black, Indigenous, and/or as a Person of Color. (select one)	qualify/disqualify	Reviewers assume all applicants who respond "Yes" meet this criteria. Reviewers will accept only applications from candidates who identify as BIPOC library workers.
Q6. Is or was your employer labeled as one of the following? (check box)	0/1	If applicants indicate any relationship to Historically Black College or University; Hispanic Serving Institution; Tribal College or University; Junior, Community, or Technical College; or Vocational Institution; or Rural Institution; reviewers prioritize.
Q7. Are you an early-career library worker (having less than 5 years of experience)? (select one)	0/1	If applicants indicate they're early-career library workers, reviewers prioritize.
Q8. Have you experienced any of the following in 2020? (select multiple, all that apply)	0/1	If applicants indicate any household income loss, job loss, or furlough; reviewers prioritize. <i>Reviewers cannot prioritize "prefer not to say" responses.</i>
I was previously an ACRL member.	0/1	If applicants indicate first-time membership, reviewers prioritize.
Q10. Share with the committee how membership would make an impact on you (for example, in first-time membership, returning to ACRL membership after a lapse, service to the profession, networking, conference attendance, access to ACRL publications, and etc.), and/or share anything else you'd like the review committee to know. (250 or fewer words, text box)	0-4	Reviewers will assign scores. <i>Reviewers can prioritize "returning to ACRL membership after a lapse" responses .</i>

ACRL EDI Committee Report on BIPOC Memberships

Summary:

- The ACRL EDI Committee on BIPOC memberships believes that initiatives such as these are an investment in ACRL, for growth of its BIPOC membership. This is a core commitment of the organization.
- We have come to understand that need-based funding is important for the profession, as is providing equitable access to professional development for underrepresented librarians and library staff.
- We recommend that this BIPOC membership funding continue. The ACRL EDI Committee is equipped to continue with this effort.

Timeline:

On October 9, 2020, Allison Payne informed Mary Beth Lock, chair, and Maisha Carey, vice chair of the ACRL EDI Committee that a BIPOC membership initiative was being instituted by ALSC, called “ALSC Relief Renewals for BIPOC Members.” Their call for applicants announced “We know that many ALSC members have been laid off, furloughed, or otherwise find themselves unemployed due to COVID-19 pandemic which has disproportionately affected people who identify as BIPOC (Black, Indigenous, or People of Color). Friends of ALSC will fund 50 ALA and ALSC membership renewals to BIPOC members who find themselves in this position and have been active ALA/ALSC members in the last year.”

Allison suggested that this might be an opportunity for ACRL’s EDI Committee to request funding for a similar initiative, and gave guidance to drafting a board request for the upcoming November 16 meeting.

October 29: First meeting of what is to become the ACRL BIPOC Memberships subcommittee was held with David Forero, Je Salvador, Twanna Hodge, Symphony Bruce, Allison Payne and Mary Beth Lock in attendance. The group enthusiastically agreed to partner to write and present the request for funding to the ACRL Board.

November 16: The ACRL Board meeting was held and Mary Beth Lock provided the outline of the subcommittee’s ideas for funding new memberships for BIPOC library workers, with funding available to both library workers and LIS students. The Board received the request with resounding support, and allocated up to \$10,000 to support up to 50 memberships to ALA and ACRL for BIPOC library workers.

November 2020-January 2021: The subcommittee (Forero, Bruce, Hodge, Salvador, Lock, and Maisha Carey) met with some frequency to construct the language for the call, the application form for submissions, and the rubric that we used to evaluate candidates for the award. Only those who self-identified as BIPOC were invited to apply.

January 21, 2021: The application opened with an [announcement](#) on ALA Connect, ACRL Insider, ACRL social media, and other ACRL marketing channels. The opportunity was then shared through various internal and external listservs and social media channels by members of the subcommittee.

February 22, 2021-March 5, 2021: Once the application closed, the subcommittee then met, and utilizing the rubric, evaluated the applicants to identify the 50 people that would receive the memberships. The goal the committee set for itself was to complete the evaluation of applicants and award the memberships before the early bird ACRL Conference registration deadline on March 12, 2021, to enable newly awarded members an opportunity to participate in the virtual conference at the member rate.

Evaluation Process:

By the time the application closed on February 22, a total of 114 applications were completed. The application was structured as a combination of questions to identify how closely the applicant aligned with the subcommittee's stated goal of providing support for specific awardees, and an open ended statement for the applicants to explain how this award would benefit them. Since the intent of the award was to *increase membership* of those who identified as BIPOC, the rubric allotted a point to those who were *new* to ACRL and one point for each of these criteria:

- had experienced household job loss, income loss, or furlough during 2020
- were early-career library workers (having less than 5 years of experience)
- currently served, previously served, or will be serving underrepresented populations at academic, college, or research libraries or institutions, including junior, community, or technical colleges; vocational institutions; rural institutions; Historically Black Colleges and Universities (HBCUs); Tribal Colleges and Universities (TCUs); Hispanic Serving Institutions (HSIs), and etc.

Additionally, our application included an opportunity for each applicant to write, in 250 words or less, the value that this membership would bring to them. Applicants were given between 1-4 points for the narrative based on several criteria.

Who Applied? Analysis of applicants:

Where they work:

- 11 were employed at Historically Black Colleges or Universities
- 27 were employed at Hispanic Serving Institutions
- 3 were employed at Tribal Colleges or Universities
- 25 were employed at Junior, Community, or Technical Colleges or Vocational Institutions
- 9 were employed at Rural Institutions
- 81 were employed at none of these types of institutions, or declined to answer

How long in the profession:

- 100 of the applicants were early career (defined as less than 5 years in the profession)
- 43 were employed in the profession longer than 5 years, or did not answer

COVID impacts:

- 44 of them suffered income loss as a result of the pandemic
- 17 had a job loss in their household
- 22 had been furloughed for at least part of the time
- 10 preferred not to answer the question

ACRL Membership status:

- 115 applicants had never been a member of ACRL before
- 27 had been a member of ACRL in the past

An analysis of the applicants' narratives revealed some common ideas on why the ACRL and ALA memberships would be valuable to these library workers. The majority of the applicants identified a need for community and engagement, especially in networking with other BIPOC library workers, due to the fact that they are so often the only BIPOC member in their workplace. The applicants also cited frequently the desire to continue EDI advocacy in the profession as a whole and in their workplaces specifically.

Overall, in responding to why the membership would be beneficial to the applicant, these were the most common responses:

- 75 applicants mentioned the ability to **attend conferences** and obtain **professional development**
- 83 applications mentioned a desire to **network** with other library workers
- 49 applicants indicated that they would like access to **ACRL publications** and **ACRL resources**
- 45 indicated that they would like the membership because they have **no funding** from institutions, or their financial circumstances preclude them from spending their own money on the memberships.
- 20 applicants mentioned a desire to join or continue to participate in **ACRL interest groups or ACRL committees**
- 43 applicants mentioned a desire to impact the profession through **professional service**
- 40 applications included a mention **growing in the profession/career development/ or help with finding a job**

Evaluation:

Applicants who had received a 4 out of a possible 4 for the first set of criteria automatically received the membership. There were 19 applicants who were allotted a 4 out of 4. These applicants most closely aligned with the group the subcommittee most wanted to provide funding. They were automatically moved into the group that would receive the memberships.

For the remaining 31 memberships we wanted to award, we scored the narrative in the last question. The question in the application asked: *Share with the committee how membership would make an impact on you (for example, in first-time membership, returning to ACRL membership after a lapse, service to the profession, networking, conference attendance, access to ACRL publications, and etc.), and/or share anything else you'd like the review committee to know. (250 or fewer words, text box)*

In the evaluation process, each reviewer on the subcommittee adopted the practice of looking for specific pieces of information in the application narrative.

- David Forero: focused on specificity of requests
- Je Salvador: focused on "first generation," recent graduates, non-librarians, presenters at ACRL, care-givers, stated vulnerability/precarity (including affective aspect), service provision (connoted community-mindedness), as well as explicit statements about positionality and service gaps in the profession
- Mary Beth Lock: rated based on evidence of leadership and a student focus
- Maisha Carey: rated highest those with an academic focus, residents, specificity of plans
- Twanna Hodge: focused on early career library workers, underrepresented identities, and clarity of goals/use of funds

The results of the responses to requests were averaged and those with the highest rank were awarded the membership. All 50 of the membership recipients were notified the week of March

5. This gave the recipients the opportunity to register for the 2021 ACRL Virtual Conference at the early bird rate.

For those of us on the subcommittee, the evaluation of the respondents narrative in the application was the most difficult part of this process. The desire to join ACRL was obvious and each applicant stated a need for this financial assistance. The grading of the application narrative was a little unstructured. It was very hard to provide the award on such thin margins as whether or not the request was specific or the value of their participation was identified in their narrative. Interested readers can see the anonymized summary of comments from the application narrative in the Appendices below.

Onboarding and Mentoring:

On the afternoon on April 7, the ACRL EDI Committee BIPOC Memberships subcommittee held the “BIPOC Membership Social and ACRL 2021 Tips and Tricks” session for all membership recipients to allow them to get to know each other, and us, and learn about the ACRL Conference platform to enable them to have the best experience possible.

The session was attended synchronously by 17 recipients and the recorded session was provided to all recipients for later viewing.

Plans for greater inclusion of the membership recipients.

- Surveys: in the fall, the ACRL EDI Committee will send out a survey to all recipients asking how useful they have found the membership. Whether they had attended the 2021 ACRL Virtual Conference, if they had connected with other committees in ACRL, if they had utilized publications, attended ACRL Presents sessions, etc. The survey will also ask for ideas on how they would like the ACRL EDI Committee to continue to engage with them and what additional support we can provide.
- We will institute a *Community Read* of relevant articles, short authored pieces, blogs or book chapters, and schedule time for discussion.
- One goal for October 2021 is to conduct a meet & greet with ACRL leadership, an hour long webinar wherein each leader can introduce themselves and their committee/section, and tell of the work they do in that committee/section. Then breakout sessions will allow the 50 membership recipients to self-select and discuss further engagement with each leader.
- For further mentoring, we will invite those who manage mentoring programs from across ACRL to connect with each other and the membership recipients to explain membership opportunities and how to get involved in mentor/mentee matchups.
- A final survey in February 2022 will collect information on each recipient’s satisfaction with the ACRL BIPOC Membership initiative.
- A fall recipient meet-up with EDI committee members as facilitators.
- A session on how to get involved with JCLC, serving on a committee (if there’s still an opportunity, submitting proposals, tips on how to ask to attend.
- Conduct a virtual meet up with National Association of Librarians of Color leadership

Considerations for continuing the BIPOC membership support:

The ACRL EDI Committee wholeheartedly supports the continuation and even expansion of this membership support program. We consider this work to be essential to the development of the profession, and certainly important to ACRL’s core commitment to greater inclusion. “ACRL is

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

As the ACRL EDI Committee works with existing recipients to track the value that the membership brings to their effectiveness and career goals, we will continue to inform the ACRL Board of insights we have uncovered. We will have further comments about possibly offering the additional support to existing BIPOC membership recipients, offering membership to new members, or identifying measures to determine if additional support is recommended. These comments will be shared in a future board meeting.

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 Discussion Form

To: ACRL Board of Directors

Subject: EDI & Board Recruitment and Composition

Submitted by: Julie Garrison, ACRL President

Date submitted: October 22, 2021

Background

ACRL's Core Commitment to equity, diversity, and inclusion permeates across every aspect of the association and the board has discussed and taken some steps to understand and increase overall representation and voice within ACRL. The association has begun tracking more demographic information about who is volunteering to serve on committees and who is being appointed. These demographic data continue to reveal opportunities and challenges in adding more diverse perspectives to committees. In FY21, the Board allocated \$10,000 to fund up to 50 memberships to ALA and ACRL for BIPOC library workers and we have an initial report (Doc 9.0) from the EDI Committee on the impact of this effort. And currently, the joint Board/Budget & Finance EDI Working Group is engaging in a study to understand how ACRL invests budgetarily in advancing EDI.

As President, I ask that the Board to engage in deliberate conversation about what the Board can do to establish and support diverse and inclusive communities in the association and make space for more BIPOC voices at the board level. We have already begun discussing some challenges, such as financial barriers to board service ([AC20 Packet](#): Docs 17.0, 17.1, 17.2). This is an opportunity to engage in conversation and examine intentional or unintentional inequities in our current practices and bylaws. The Board will discuss changes that are required to intentionally add BIPOC perspectives to the Board and increase interest, understanding, and pathways to ACRL leadership.

Questions for the Board to Discuss

1. How can the ACRL Board provide representation and voice of BIPOC members?
2. What are some creative ways we might make changes to allow for the ACRL Board to hear BIPOC perspectives?
3. What actions can the Board take to proactively increase BIPOC representation on the ACRL Board?
4. Does the Board see value in pursuing a Bylaws change to improve representation of groups that are underrepresented in ACRL?

5. Are there ideas we should act upon immediately? What ideas should we explore further?
6. What are the best next steps?

Stakeholders

- Leadership Recruitment and Nominations Committee
- ACRL Appointments Committee
- ACRL Members/Potential Member Leaders

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.

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 Discussion Form

To: ACRL Board of Directors

Subject: WOC + Libraries Statement

Submitted by: Maisha Carey, Chair, ACRL Equity, Diversity, and Inclusion (EDI) Committee

Date submitted: October 27, 2021

Background

The EDI Committee is interested in discussing the Board's reaction to the [Statement Against White Appropriation of Black, Indigenous, and People of Color's Labor](#), issued by WOC+Lib in early September. Written by 10 of our field's most active women of color, it has been co-signed by hundreds more of our BIPOC colleagues. While I am sure board members have all had a chance to read and ponder the statement's asks, the EDI committee would like to make space to engage with these ideas together.

Questions for the Board to Discuss

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

1. The statement includes a long list of inciting actions and a list of collective demands. What examples has ACRL made the largest strides towards addressing? Which are most difficult to correct/address?
2. What work is happening internally, within the board and the organization, to examine how whiteness and white supremacy has shaped ACRL? Alternatively, where can this work begin?
3. How can the EDI committee support the board and the association in doing this work?

Stakeholders

N/A

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.

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.

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.

ACRL Active Task Force Status Report

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/ALA/ARL IPEDS Task Force	Charge: To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2020 and 2021 survey cycles; to develop definitions for and refine instructions regarding shared collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.	Co-chairs: Robert Dugan & TBD by ARL Board Liaison: n/a Staff Liaison: Mary Jane Petrowski	AC 2022: Final report due. AC 2021: Interim report due. October 2019: Board approved Task Force extension and new charge/timeline. Fall 2017 Initial Task Force established	October 2021: Robert Dugan stepped down as the ACRL co-chair and Adrian Ho accepted an appointment to serve as co-chair through June 2022. September 2021: Martha Kyrillidou shared her final (confidential) draft of the report for IMLS outlining three scenarios for the future of the IPEDS AL Component. The Task Force will review the IPEDS help desk logs prior to the next meeting to see what, if any, changes are needed to the IPEDS instructions. Waiting to hear from the AL Component Director as to when the new question on shared collections will be included in survey. June 2021: Martha Kyrillidou briefed the Task Force on her draft report to IMLS which is planning to issue a request for comment in the Federal Register for the issues explored in the sustainability study underway exploring the transfer of the AL Component from NCES to IMLS. QualityMetrics will update the

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Advisory group on the latest drafts of the sustainability study and ensure the TF is aware of the request for comment when it is issued in the Federal Register. The TF was asked to mobilize their personal networks to provide comments (comment period will be open for 30 days). IMLS and QualityMetrics expressed appreciation for the group's efforts and advice on the important issue as to whether IMLS can sustain the ALS data collection in future years.</p> <p>May 2021: The Task Force learned that IPEDS is looking to shift responsibility for the Academic Library Component to IMLS. IMLS engaged QualityMetrics (Martha Kyrillidou and Emily Gudhe) to assess the feasibility of adopting the Academic Libraries Survey (ALS) and meetings are being set up with the Task Force to discuss ramifications and issues connected with such a shift.</p> <p>January 2021: Task Force worked from July - December 2020 to develop a new question for shared collections. Once approved, this question will be included in the 2021 NCES IPEDS ALC.</p> <p>June 2, 2020: Task Force finalized revisions to staffing counts to include</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>vacant short-term and vacant temporary positions.</p> <p>April 22, 2020: Task Force met and approved new guidance for usage using COUNTER 5. Since that meeting the Task Force has developed a new FAQ response for how to count vacant short-term or temporary positions. The group is now working to develop new questions and definitions for shared collections to be completed by November 30, 2020.</p> <p>March 10, 2020: Task Force met and reviewed the timeline, scope of work, and has identified working groups for shared collections, staffing, COUNTER 5 questions.</p> <p>November 2019: Appointments completed.</p> <p>Fall 2019: Appointments underway.</p> <p>Annual 2019: final report submitted to Board.</p> <p>April 2019: Task Force prepared a press release that will be issued on April 23, 2019, to alert the field that the US Department of Education seeks</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>comments on IPEDS changes by May 20, 2019.</p> <p>December 2018: Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year.</p> <p>Fall Board Meeting 2018: interim report submitted.</p> <p>Fall 2018: One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board.</p> <p>Summer 2018: The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections and e-serials will be incorporated into the 2020 IPEDS Academic Library Component along with improved counts for professional staffing.</p> <p>The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>The Task Force completed edits to the 2017 survey instruction on May 16, 2017. Christopher Cody will recommend to NCES that these changes be incorporated into the 2017 IPEDS Academic Library Component.</p> <p>Spring 2017: The co-chairs and staff liaisons held two conference calls, including one on March 28, 2017 with Chris Cody, IPEDS Academic Library Component director to refine scope of work. Reports from the ACRL 2016 survey and IPEDS surveys have been compiled to identify issues.</p> <p>Fall 2017: At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.</p>

<p>ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force</p>	<ul style="list-style-type: none"> • Scanning the environment, including review of relevant documents (e.g., ACRL Diversity Standards: Cultural Competency for Academic Libraries) to identify literature and similar statements and frameworks related to racial equity; • Drafting the framework; • Seeking comment from stakeholders and the library community on the draft, and revising as needed. 	<p>Co-conveners: Jennifer Garrett (through May 2021), Marcela Y. Isuster (current)</p> <p>Facilitators: Christina Fuller-Gregory, Co-chair, PLA Task Force on Equity, Diversity and Inclusion; Assistant Director of Libraries, SC Governors School for the Arts and Humanities (May 2021-Present).</p> <p>Katherine Skinner, Executive Director, Educopia Institute (February 2020 to January 2021)</p> <p>Current staff liaisons: Allison Payne, ACRL; Kristin Lahurd, ODLOS; Nellie Barrett, PLA; DeLa Dos, ARL.</p> <p>Former staff liaisons: Scott Allen, PLA; Gwendolyn</p>	<p>Late Summer 2021: Final draft of document and final status report to ACRL Board.</p> <p>Spring 2021: Draft shared and request for comments</p>	<p>Fall 2021: The task force is finalizing a first Framework draft. The task force is working with the staff liaisons to launch a three-week request for comments, which will include asynchronous feedback through CommentPress and two live open forums. The request for comments will be shared widely with the four organizations' networks. The expected launch date is by December 2021.</p> <p>Annual 2021: Task Force leaders will present Cultural Proficiencies for Racial Equity Framework: An Update on June 27, 2021 10:30 AM – 11:30 AM CT.</p> <p>May 2021: Framework Development Working Group formed to draft the document in consultation with the full task force. Working group is holding weekly meetings. Christina Fuller-Gregory, Co-chair, PLA Task Force on Equity, Diversity and Inclusion, is facilitating the Working Group. The full task convenes once per month.</p> <p>Nov 2020-Jan 2021: Three work sessions facilitated by Katherine Skinner were held to identify the goals of the Framework.</p>
---------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Task Force	Charge	Leadership	Timeline	Status Notes
		Prellwitz, ODLOS; Mark A. Puente, ARL; Gary Roebuck, ARL.		<p>Fall 2020: Survey Working Group may distribute a survey widely to stakeholders of four organizations.</p> <p>November 9, 2020: First of three work sessions (facilitated by Katherine Skinner) planned. Other two work sessions will most likely be scheduled in early 2021.</p> <p>October 2020: ACRL Standards Committee rep reached out to co-chairs to check-in regarding ACRL Standards process.</p> <p>Summer 2020: Full task force meetings. Working groups formed: Data and Competencies; Glossary; and Survey.</p> <p>May 2020: Task Force roster announced (press release).</p>

Awards Task Force	<p>Review ACRL's awards program. Gather input from each award committee to understand the history and the achievements each award is working to recognize. Seek input from a broad cross-section of ACRL members (including those not currently serving on award juries or involved with the nomination process) and non-member academic library workers to understand how meaningful the ACRL awards program is to our communities. Conduct an environmental scan of other associations to discover alternate models and benchmark effective practices for recognizing achievement.</p> <p>Address the following questions:</p> <ul style="list-style-type: none"> • What value do members derive from the current awards program? • Are current funding mechanisms sustainable to support awards into the future? • Where is there overlap in awards? 	<p>Co-Chairs: Merinda Kaye Hensley, Erin T. Smith</p> <p>Board Liaison: Kim Copenhaver</p> <p>Staff Liaison: Chase Ollis</p>	<p>June 2021: Interim reports submitted</p> <p>November 2021: Final report due</p>	<p>October 2021: surveys distributed to membership; update published in <i>C&RL News</i></p> <p>Annual 2021: Interim report submitted</p> <p>April 2021: appointments completed, working groups formed</p> <p>January 2021: task force established</p>
--------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Task Force	Charge	Leadership	Timeline	Status Notes
	<ul style="list-style-type: none"> • Are there professional gaps that the current awards program does not address? • Do ACRL awards programs benefit ACRL's diverse group of members and do they further our Core Commitment to equity, diversity, and inclusion (EDI)? • Are there other models ACRL should consider adopting to recognize achievement that would provide value to members of the profession, their libraries, and the communities they serve? 			

Diversity Alliance Task Force	<p>Oversee the Diversity Alliance, serve as champions of the program, build relationships and investigate partnerships with appropriate ACRL and ALA groups, and propose future directions, including governance, to the ACRL Board of Directors.</p>	<p>Chair: José A. Aguiñaga, Annie Belanger</p> <p>Board liaison: April Cunningham</p> <p>Staff liaison: Robert Jay Malone, Allison Payne</p>	<p>June 2022: final report due</p> <p>January 2022: second interim report due</p> <p>January 2021: interim report due</p> <p>Summer 2020: Task Force terms end on June 30, 2020, and a newly appointed task force will start July 1, 2020.</p> <p>Spring 2020: Board action for recommendations on next steps.</p> <p>Annual 2016: Task Force established. Extended through AC 2020</p>	<p>Fall 2021: The Task Force has been meeting monthly, and working groups have also been meeting regularly to develop materials and make program recommendations. The task force is on-track to submit its final report on time in June 2022.</p> <p>February-June 2021: work is underway and the task force is meeting regularly.</p> <p>Midwinter 2021: Co-chairs met with the Board for clarification on charge and prioritization of projects.</p> <p>Dec 2020/Jan 2021: Task Force has met regularly.</p> <p>October/November 2020: Task Force virtual meeting.</p> <p>September 2020: Roster completed</p> <p>June 2020: A call for volunteers was posted on ACRL marketing channels, and appointments will be made by ACRL President Karen Munro and ACRL Vice-President Jon Cawthorne after the June 15 deadline.</p> <p>Spring Board 2020: The Board charged a new task force to carry out the current task force's recommendations.</p>
--------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Midwinter 2020: Board received an update from the task force chair.</p> <p>Annual 2019: meetup held AC19.</p> <p>ACRL 2019 Conference: Diversity Alliance resident meetup with Spectrum Scholars. Hosted “Taking Charge of Your Narrative” preconference.</p> <p>Midwinter 2019 Board action request for a one-year extension through June 30, 2020.</p> <p>Task Force meetup scheduled for MW19.</p> <p>Fall 2018 TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other benefits for DA members. TF chair and ED presented at EDUCAUSE about contemporary libraries and were able to highlight the Diversity Alliance in the presentations.</p> <p>June 2018 The task force held a virtual meeting in advance AC18 to discuss future</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>initiatives and the ACRL Residency Interest Group's proposed charge that the Board will take action on at AC18. The group also discussed other initiatives to undertake. Overall, the task force supported the proposed charge.</p> <p>May 2018 ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI.</p> <p>January-February 2018 Jon Cawthorne and John Culshaw provided an update at Midwinter to the Leadership Council and the Board. The DA meet-up for Deans, Directors, and Resident Coordinators was held on Sunday, Feb. 11 from 9-10 AM. Work has started on a LibGuide for Diversity Alliance residencies and an overview webinar to be delivered in the Spring. The ACRL 2019 Preconference Institute is in the planning stages, led by Leo Agnew. UNC-G is preparing an IMLS grant to cover two additional Resident Institutes for Diversity Alliance Residents.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>July–September 2017: Diversity Alliance held their first gathering at Annual and decided to continue this practice at future Midwinter and Annual conferences Diversity Alliance Task Force proposed and supported the idea of a Diversity Alliance Institute preconference for ACRL 2019. A working group has been formed to begin planning. Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions.</p> <p>May–June 2017: Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p>February–April 2017: Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.</p> <p>December 2016/January 2017: Advised on questions received. Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				Fall 2016: appointments completed by Irene Herold. Annual Conference 2016: task force approved by Board.

<p>National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force</p>	<p>To work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comment on the analysis of the data by August 2021.</p>	<p>Chair: Merinda Hensely</p> <p>Board liaison: Kim Copenhaver</p> <p>Staff liaison: Mary Jane Petrowski</p>	<p>Date interim report is due: 2020 Fall Board Meeting</p> <p>Date final report is due: 2022 Summer Board Meeting</p>	<p>October 2021: The work of the Task Force will be completed in FY23, so the terms of the current members need to be extended through June 30, 2022. The revised IL module will be part of the 2023 survey. The TF has a deadline of February 1, 2022 to finalize the first draft of new questions. NSSE will workshop the questions over the summer and have it back to Task Force by fall 2022. Workshopping is a staff review of questions -- edits, revisions, etc. This is an iterative process involving three or four drafts. This is internally focused -- reviewing language, double barreled questions, questions too specific to type of school; too jargony, etc... The new IL module is an optional add-on to the survey. Ideally it would be used as part of the larger NSSE survey instrument. We also want to make this available for schools if they want to use it for their schools as part of their own local measure.</p> <p>The TF audit of the entire survey to pull out IL concepts was very helpful to NSSE.</p> <p>September 2021: The Task Force is mapping where IL questions appear in the entire NSSE survey to show where</p>
----------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>there may be overlap and nuance with the NSSE IL module.</p> <p>The goal is to see if there are other places in the survey where IL exists, as well as a way to complement the survey questions with IL-specific questions.</p> <p>The comparison with the other modules will help TF to see overlap and ways in which we can make our module more distinct.</p> <p>Also identifying how IL module questions could add depth and more detail into the findings from a standard NSSE question could also be helpful.</p> <p>July 2021: The Task Force discussed various approaches to re-thinking the Information literacy module. The group is also looking at the IL module data set to see how data might best be analyzed.</p> <p>May 2021: The Task Force invited Ashely Finley (Senior Advisor to the President and Secretary to the Board at AAC&U) to meet and discuss revisions to the NSSE IL module. She</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>suggested that the revised module be focused on social justice to increase its appeal and use. She also indicated that AAC&U is looking to partner with a funding partner to review the VAL rubrics, including information literacy.</p> <p>April 2021: The Task Force contracted with Melanie Hawks to conduct a focus group with librarians who have used the NSSE IL module on April. Melanie met with the Task Force on May 7 to review her findings and submitted her final report.</p> <p>January 2021: The Task Force has conducted a survey of libraries whose schools used the old IL module. Results show that few librarians were aware of the data and/or knew how to use it. A focus group is planned for April 2021. NSSE staff have offered to fund cognitive interviews with students when the new IL module is developed.</p> <p>Fall 2020: The Task Force met on Oct. 9 with Kevin Fosnacht, NSSE research analyst, to discuss options for moving forward with revisions to the current IL module.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Spring 2020: The Task Force has been appointed with four members and a chair.</p> <p>Spring Board 2020: The Board approved the task force.</p>

Board Working Group Status Chart

Title	Task(s)	Members	Timeline & Status
Re-examination of ACRL Core commitment Joint Board/B&F Working Group	<p>Further explore and study existing equity, diversity and inclusion (EDI) work across ACRL through a financial lens, and consider how to prioritize and fund social justice or antiracist work that will be beneficial to workforce development, training and professional development.</p> <p>Tasks</p> <p>This working group will:</p> <ol style="list-style-type: none"> 1. Identify, understand and articulate all the EDI work being done throughout the Association; 2. Convey gaps and opportunities to employ a social justice framework to ACRL's current and future pipeline, workforce training and professional development efforts throughout the Association; 3. Ensure ACRL is integrating the Core commitment into the financial strategy of the Association and all commitments are resourced appropriately. 4. Develop a timeline for regular updates from the ACRL Budget 	<p>Carolyn Allen (convener), Cinthya Ippoliti, Derrick Jefferson, Faye Chadwell, Joe Mocnik, Marla Peppers, Allison Payne (staff liaison)</p>	<p>Fall 2021: WG will submit final report to the Board.</p> <p>Annual 2021: WG will submit interim report to the Board.</p> <p>May 2021: Carolyn Allen gave an update at the ACRL Leadership Council and Membership Meeting.</p> <p>November 2020: WG meeting.</p> <p>October 2020: WG convened for first virtual meeting to discuss a plan for completing an environmental scan of ACRL EDI activities through a financial lens.</p> <p>September 2020: Appointments completed</p>

ACRL FE21 FYI-2

Title	Task(s)	Members	Timeline & Status
	<p>& Finance Committee to the Board on, benchmarks and progress reports that will align ACRL's EDI spending with actions and decisions of the Board, presidents and executive director.</p> <p>5. Make a recommendation on whether ACRL should update the Budget and Finance infographic to include EDI.</p>		
EDI Priority Setting Working Group	Determine next steps, including assessment, for EDI short-term priority setting.	Jon Cawthorne, Jacquelyn A. Bryant, Cinthya Ippoliti, Robert Jay Malone, Allison Payne	November 8, 2021: first working group meeting

Ballot	2022 ACRL Candidates
ACRL Board	President-Elect José A. Aguiñaga Beth McNeil DAL (Chapters) Rebecca Miller Waltz Leslin H. Charles DAL (CJCLS) Walter Butler Michael J. Miller ACRL Councilor Merinda Kaye Hensley Kara Whatley
ANSS	VC-CE Jessica Hagman MAL (elect one) Rebekah J. Lee Krystal Lewis
Arts	VC-CE Sarah Carter
CJCLS	VC-CE Linda Miles Sec Adrian Morales MAL Marj Atkinson Kathy Ladell
CLS	VC-CE Nathaniel King SEC Shaunna Hunter Jamie Wilson Member at Large (2-yr term) (elect one) Edna Fugate
DOLS	VC-CE Jessica Bennett Matt Stevons SEC/ARCHIVIST (elect one) Brenda Smith Danielle Theiss MAL (elect one) Anaya Jones Brittini Ballard
DSS	VC-CE Patrice-Andre Prud'homme Sec Matthew Shaw MAL (elect 2) Theresa Buress Jennifer Gunter King Hannah Lee
EBSS	VC-CE Dawn Behrend Yu-Hui Chen MAL (elect one) Sabine Jean Dantus Hui-Fen Chang
ESS	VC-CE Tom Harding Jordan Sly SEC Katie Gibson MAL Joanneke Elliot Agnes Widder

Ballot	2022 ACRL Candidates
IS	VC-CE Amanda Click Nicole Pagowsky SEC Megan Hodge Lalitha Nataraj MAL (elect 3) run 5 Symphony Bruce Alexandria Chisholm Brittany Paloma Fiedler Jane Hammons
LES	VC-CE Leslie Madden Mark Dahlquist SEC Aimee Gee Ginny Moran MAL Carla Brooks Amanda Rybin Koob
PPIRS	VC-CE Michelle Donlin Sandy Hervieux MAL (elect one) Andrew Dudash Emily Reed
RBMS	VC-CE María R. Estorino Sarah Horowitz MAL Maria Victoria Fernández Katie Henningsen
STS	VC-CE Rachel Hamelers Renaine Julian Publicity Officer Cathy Lantz Amanda McCormick MAL (elect one) Kim Bailey Jessica Martinez EDI Officer Andrea Baruzzi
ULS	VC-CE Nancy Gibson Laura W. Gariepy MAL (elect 2) Melissa Johnson Yang Wu Meggan Press
WGSS	VC-CE Kari Weaver SEC Elia Trucks Amelia Koford MAL (elect one) Cindy Ingold Monica Porter
Position Key: DAL = Director at Large MAL = Member at Large PO = Publicity Officer SEC = Secretary VC/CE = Vice-Chair/Chair-Elect	

ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison

ACRL FE21 FYI-4

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Budget & Finance Committee - B&F Chair	Carolyn Henderson	Allen	Allison Elois	Payne Sharpe
Information Literacy Frameworks and Standards Committee	Toni	Anaya	Mary Jane	Petrowski
Research Planning and Review Committee	Toni	Anaya	Mary Jane	Petrowski
Student Learning and Information Literacy Committee	Toni	Anaya	Mary Jane	Petrowski
External Liaisons Committee	Jessica	Brangiel	Robert (Jay) Allison	Malone Payne
Immersion Program Committee	Jessica	Brangiel	Margot	Conahan
Instruction Section (IS)	Jessica	Brangiel	Lauren	Carlton
Value of Academic Libraries Committee	Jessica	Brangiel	Kara	Malenfant
Government Relations Committee	Jacquelyn	Bryant	Kara	Malenfant
Professional Values Committee	Jacquelyn	Bryant	David	Free
Academic Library Trends and Statistics Survey - Past President	Jon	Cawthorne	Gena Mary Jane	Parsons-Diamond Petrowski
C&RL - Past President	Jon	Cawthorne	Dawn	Mueller
C&RL News - Past President	Jon	Cawthorne	David	Free
CHOICE - Past President	Jon	Cawthorne	Mark	Cummings
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Jon	Cawthorne	Chase	Ollis
New Publications Advisory - Past President	Jon	Cawthorne	Erin	Nevius
Project Outcome for Academic Libraries Editorial Board - Past-President	Jon	Cawthorne	Gena	Parsons-Diamond
Publications Coordinating - Past President	Jon	Cawthorne	David	Free
Publications in Librarianship - Past President	Jon	Cawthorne	Erin	Nevius
RBM - Past President	Jon	Cawthorne	David	Free
Resources for College Libraries - Past President	Jon	Cawthorne	Anne Mark	Dougherty Cummings
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Faye	Chadwell	David	Connolly
Digital Scholarship Section (DSS)	Faye	Chadwell	Lauren	Carlton
Equity, Diversity and Inclusion Committee	Faye	Chadwell	Allison	Payne
Arts Section	Faye	Chadwell	Lauren	Carlton
Literatures in English Section (LES)	Kim	Copenhaver	Lauren	Carlton
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski

ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison

ACRL FE21 FYI-4

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Politics, Policy and International Relations Section (PIRS)	Kim	Copenhaver	Lauren	Carlton
Science and Technology Section (STS)	Kim	Copenhaver	Lauren	Carlton
ACRL Awards Task Force	Kim	Copenhaver	Chase	Ollis
Education and Behavioral Sciences Section (EBSS)	April	Cunningham	Lauren	Carlton
Standards	April	Cunningham	David	Free
University Libraries Section (ULS)	April	Cunningham	Lauren	Carlton
Diversity Alliance Task Force	April	Cunningham	Robert (Jay) Allison	Maone Payne
European Studies Section (ESS)	April	Cunningham	Lauren	Carlton
Appointments Committee - President Elect	Erin	Ellis	Allison Elois	Payne Sharpe
Leadership Recruitment and Nomination Committee - President-Elect	Erin	Ellis	Elois	Sharpe
President's Program Planning Committee 2023	Erin	Ellis	Lauren	Carlton
Professional Development Committee - President Elect	Erin	Ellis	Margot	Conahan
Academic/Research Librarian of the Year Award-Committee President	Julie	Garrison	Chase	Ollis
Chapters Council - President	Julie	Garrison	Lauren	Carlton
President's Program Planning Committee 2022	Julie	Garrison	Lauren	Carlton
College Libraries Section (CLS)	Cinthya	Ippoliti	Lauren	Carlton
Distance and Online Learning Section (DOLS)	Cinthya	Ippoliti	Lauren	Carlton
Research and Scholarly Environment Committee	Cinthya	Ippoliti	Kara	Malenfant
Anthropology and Sociology Section (ANSS)	Cinthya	Ippoliti	Lauren	Carlton
New Roles and Changing Landscapes Committee	Mary	Mallery	Erin	Nevius
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	Mary	Mallery	Mary Jane	Petrowski
Community and Junior College Libraries Section (CJCLS)	Mary	Mallery	Lauren	Carlton
Liaisons Assembly	Mary	Mallery	Robert (Jay) Allison	Malone Payne
Membership Committee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Section Membership Subcommittee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Women and Gender Studies Section (WGSS)	Yasmeen	Shorish	Lauren	Carlton
Rare Books and Manuscripts Section (RBMS)	Yasmeen	Shorish	Lauren	Carlton

ACRL 2021-2022 Board Liaisons - Sorted by Group

ACRL FE21 FYI-4

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Faye	Chadwell	David	Connolly
Academic Library Trends and Statistics Survey - Past President	Jon	Cawthorne	Gena Mary Jane	Parsons-Diamond Petrowski
Academic/Research Librarian of the Year Award-Committee President	Julie	Garrison	Chase	Ollis
ACRL Awards Task Force	Kim	Copenhaver	Chase	Ollis
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	Mary	Mallery	Mary Jane	Petrowski
Anthropology and Sociology Section (ANSS)	Cinthya	Ippoliti	Lauren	Carlton
Appointments Committee - President Elect	Erin	Ellis	Allison Elois	Payne Sharpe
Arts Section	Faye	Chadwell	Lauren	Carlton
Budget & Finance Committee - B&F Chair	Carolyn Henderson	Allen	Allison Elois	Payne Sharpe
C&RL - Past President	Jon	Cawthorne	Dawn	Mueller
C&RL News - Past President	Jon	Cawthorne	David	Free
Chapters Council - President	Julie	Garrison	Lauren	Carlton
CHOICE - Past President	Jon	Cawthorne	Mark	Cummings
College Libraries Section (CLS)	Cinthya	Ippoliti	Lauren	Carlton
Community and Junior College Libraries Section (CJCLS)	Mary	Mallery	Lauren	Carlton
Digital Scholarship Section (DSS)	Faye	Chadwell	Lauren	Carlton
Distance and Online Learning Section (DOLS)	Cinthya	Ippoliti	Lauren	Carlton
Diversity Alliance Task Force	April	Cunningham	Robert (Jay) Allison	Malone Payne
Education and Behavioral Sciences Section (EBSS)	April	Cunningham	Lauren	Carlton
Equity, Diversity and Inclusion Committee	Faye	Chadwell	Allison	Payne
European Studies Section (ESS)	April	Cunningham	Lauren	Carlton
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Jon	Cawthorne	Chase	Ollis
External Liaisons Committee	Jessica	Brangiel	Robert (Jay) Allison	Malone Payne
Government Relations Committee	Jacquelyn	Bryant	Kara	Malenfant
Immersion Program Committee	Jessica	Brangiel	Margot	Conahan
Information Literacy Frameworks and Standards Committee	Toni	Anaya	Mary Jane	Petrowski
Instruction Section (IS)	Jessica	Brangiel	Lauren	Carlton

ACRL 2021-2022 Board Liaisons - Sorted by Group

ACRL FE21 FYI-4

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Leadership Recruitment and Nomination Committee - President-Elect	Erin	Ellis	Elois	Sharpe
Liaisons Assembly	Mary	Mallery	Robert (Jay) Allison	Malone Payne
Literatures in English Section (LES)	Kim	Copenhaver	Lauren	Carlton
Membership Committee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski
New Publications Advisory - Past President	Jon	Cawthorne	Erin	Nevius
New Roles and Changing Landscapes Committee	Mary	Mallery	Erin	Nevius
Politics, Policy and International Relations Section (PPIRS)	Kim	Copenhaver	Lauren	Carlton
President's Program Planning Committee 2022	Julie	Garrison	Lauren	Carlton
President's Program Planning Committee 2023	Erin	Ellis	Lauren	Carlton
Professional Development Committee - President Elect	Erin	Ellis	Margot	Conahan
Professional Values Committee	Jacquelyn	Bryant	David	Free
Project Outcome for Academic Libraries Editorial Board - Past-President	Jon	Cawthorne	Gena	Parsons-Diamond
Publications Coordinating - Past President	Jon	Cawthorne	David	Free
Publications in Librarianship - Past President	Jon	Cawthorne	Erin	Nevius
Rare Books and Manuscripts Section (RBMS)	Yasmeen	Shorish	Lauren	Carlton
RBM - Past President	Jon	Cawthorne	David	Free
Research and Scholarly Environment Committee	Cintha	Ippoliti	Kara	Malenfant
Research Planning and Review Committee	Toni	Anaya	Mary Jane	Petrowski
Resources for College Libraries - Past President	Jon	Cawthorne	Anne Mark	Dougherty Cummings
Science and Technology Section (STS)	Kim	Copenhaver	Lauren	Carlton
Section Membership Subcommittee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Standards	April	Cunningham	David	Free
Student Learning and Information Literacy Committee	Toni	Anaya	Mary Jane	Petrowski
University Libraries Section (ULS)	April	Cunningham	Lauren	Carlton
Value of Academic Libraries Committee	Jessica	Brangiel	Kara	Malenfant
Women and Gender Studies Section (WGSS)	Yasmeen	Shorish	Lauren	Carlton



Association of College and Research Libraries
Joint Board of Directors/Budget & Finance Committee

ACRL's and Choice's FY22 Budget Meeting

Wednesday, September 1, 2021

11:00 a.m.– 12:00 p.m. Central

Zoom

Draft Proceedings

Present: Carolyn Henderson Allen, Budget and Finance Chair; Julie Ann Garrison, President; Erin L. Ellis, Vice President; Kara Malenfant, Ex-Officio Member; Directors-at-Large: Toni Anaya, Jessica Brangiel, Faye A. Chadwell, Kim Copenhaver, April D. Cunningham, Cinthya Ippoliti, Mary Mallery, Yasmeen Shorish; Budget & Finance Committee Members: Erika Dowell; Nathan Hall; Robert McDonald; Valrie Ila Minson; Joe Mocnik; Kristen Totleben

Not present: Jacquelyn A. Bryant, ACRL Division Councilor; Budget & Finance Members: Madhu B. Kadiyala, Binh P. Le, Scott B. Mandernack, Kris L. Reed

Staff: Mark Cummings, CHOICE Editor and Publisher; Allison Payne, ACRL Program Manager for Strategic Initiatives; Mary Jane Petrowski, ACRL Associate Director; Elois Sharpe, ACRL Program Coordinator

1.0 Welcome & Introductions (Allen)

ACRL Budget and Finance Chair Carolyn Henderson Allen welcomed attendees to the meeting and introductions were given.

2.0 ACRL FY22 Budget Brief Remarks (Malenfant)

ACRL Interim Executive Director Kara Malenfant began the discussion by sharing that the ACRL Conference was a financial and programmatic success. Malenfant stated that the FY21 performance reports are showing actuals better than budget. The Board and Budget and Finance Committee will review the FY23 assumptions in the fall.

Malenfant reminded the Board and Budget and Finance Committee that FY22 will be a deficit year per the intentional spend down of the net asset balance. Since the preliminary FY22 budget was presented in June 2021, the year-end net has improved. In May 2021, the ALA Finance and Accounting department asked each unit to slightly reduce its FY22 budgets by a 10% of budgeted travel or its equivalent; ACRL reductions exceeded the target amount set by ALA. Malenfant reminded the Board and Committee that FY22 reflects the end of print for *C&RL*

News. Some bright spots in the budget include JobLIST revenues, and expense reductions for Project Outcome. Other savings were found by removing subsidized RoadShows, reducing Chapter travel due to the pandemic, removing a conference site visit, removing scholarly communication grants, and reducing salaries due to staff vacancy. Expense increases were shown for trends and statistics and LibLearnX (LLX) Board meetings. Malenfant reminded the Board that it will need to decide if it will meet face-to-face at LLX by November 1, 2021. In FY22, advisory services will be managed by staff, instead of a contractor.

Editor's note: On September 15, 2021, ALA announced that the LLX will take place virtually.

It was noted that the FY22 budget includes \$15,000 that could be used for undetermined strategic investments, such as a second round of BIPOC memberships. The Board and Committee were reminded that all requests will need to be weighed carefully before approval. A forthcoming report from the Joint Board/Budget & Finance Equity, Diversity, and Inclusion (EDI) Working Group is expected in the fall, and the Board and Committee may want to consider findings from this report when reviewing potential new requests.

Per the five-year plan, FY23 will seek to reduce expenses by 15% and increase revenues by 5% to gradually return to pre-pandemic levels.

If the Board and Committee approve the FY22 budget, the next step would be for the ALA Executive Board to review and approve the budget for all of ALA. Malenfant shared in the chat the links to the next ALA Executive Meetings. Prior to the ALA Executive Board review, unit managers will present their budgets to the ALA Chief Financial Officer and ALA Executive Director.

3.0 CHOICE FY22 Brief Remarks (Cummings)

Choice Editor and Publisher Mark Cummings began his remarks by sharing that FY21 quarter three (Q3) results have been encouraging. Choice's FY21 Q3 net is \$125,000 better than budgeted. Some of this performance is due to timing. Cummings reported that Choice should end FY21 Q4 closer to \$40,000, which would be the second year in a row that Choice has ended the year with a modest surplus. This surplus is partly due to payroll reductions and furloughs. Unfortunately, the move from monthly to quarterly reports continues to impair staff's ability to manage financial performance efficiently and successfully.

For FY22, Cummings stated that there have been modest changes since the preliminary budget was shared in June 2021. Since June, subscriptions reduced by around \$63,000. Licensing revenues fell by about \$22,000 due to books in print's contract being renegotiated. Revenue increases included webinars, eBlasts, newsletters, and sponsored content for a total increase of \$95,000. Choice's FY22 budget includes a net of -\$211,179, but it is expected that Choice will end the year better than budget.

Cummings reported on the outlook for Choice by sharing that subscriptions' revenues are declining by about 10% per year. Advertising is budgeted to decline slightly but may have been

budgeted conservatively. The Clarivate acquisition of ProQuest could have implications for Choice in the future. Overall, Choice has cut expenses by about 25% in the past five years. There have been discussions about reorganizing operations and redistributing editorial responsibilities, but this is not reflected in the FY22 budget. Other plans include creating new content verticals and replicating the success of Towards Inclusive Excellence. Choice has been approached by universities and vendors to serve as a studio for media programs, so that could be another area for growth. Reviews are needed as an increasing revenue source, so focus has been moving away from the magazine and reviews database.

Cummings's remarks were concluded by stating that FY22 includes an overhead budget of \$297,654, and the Board and Committee were reminded that Choice pays for its own office space.

4.0 Board/Budget and Finance Committee Discussion

ACRL Budget and Finance Chair Carolyn Henderson Allen reminded the Board and Committee that this is a continuation of the discussions that took place in January and June 2021. She offered to share background information and documents if attendees would like additional details.

Allen, the Board, and Committee thanked Malenfant, Cummings and staff for working in an unknown fiscal environment this past year and a half.

The Committee asked if Allen or staff have heard an update on the issues with accounting and the delays in financial reporting. Prior to the pandemic, ALA outsourced its accounting department and has since brought accounting in-house. Some improvements have been made and ALA has moved from monthly to quarterly financial reports. Overall, accounts payable have improved, but accounts receivable still needs work. There is a real-time report that includes some data, but improvements could still be made to help staff decipher and reconcile financial actuals.

Budget & Finance Motion: ACRL Budget and Finance Committee member Erika Dowell moved that the ACRL Budget and Finance Committee approves to recommend to the ACRL Board of Directors the FY22 budget with:

- ACRL Revenues \$2,211,555
- ACRL Expenses \$2,948,895
- ACRL NET (\$737,340)

- Choice Revenues \$2,246,444
- Choice Expenses \$2,457,623
- Choice NET (\$211,179)

Budget & Finance Action: The ACRL Budget and Finance Committee approved to recommend to the ACRL Board of Directors the FY22 budget with:

- ACRL Revenues \$2,211,555
 - ACRL Expenses \$2,948,895
 - ACRL NET (\$737,340)
-
- Choice Revenues \$2,246,444
 - Choice Expenses \$2,457,623
 - Choice NET (\$211,179)

Board Motion: ACRL Budget and Finance Chair Carolyn Henderson Allen moved that the ACRL Board of Directors approves the Budget and Finance Committee's recommendation for the FY22 budget with:

- ACRL Revenues \$2,211,555
 - ACRL Expenses \$2,948,895
 - ACRL NET (\$737,340)
-
- Choice Revenues \$2,246,444
 - Choice Expenses \$2,457,623
 - Choice NET (\$211,179)

The Board asked for implications for operating with a negative year-end net. Per the ALA Operating Agreement, ACRL can use its net asset balance to cover any deficits. The ACRL Budget and Finance Committee works closely with staff to monitor the net asset balance and surface potential challenges for the Committee and Board.

The Committee asked for background on the appropriate amount for the net asset balance. A few years ago, an ACRL Budget and Finance Committee Working Group conducted an environmental scan on other associations' net asset balance and proposed low, medium, and high risk fund balances. A copy of the working group's report was included Doc 17.0 in the Board's [2021 Annual Conference packet](#).

Board Action: The ACRL Board of Directors approved the Budget and Finance Committee's recommendation for the FY22 budget with:

- ACRL Revenues \$2,211,555
 - ACRL Expenses \$2,948,895
 - ACRL NET (\$737,340)
-
- Choice Revenues \$2,246,444
 - Choice Expenses \$2,457,623

- *Choice NET (\$211,179)*

5.0 Upcoming Governance Meetings (Malenfant)

Malenfant reminded the Board that there will be two upcoming meetings: Fall Board Virtual Meeting and Board Orientation: Part II. During the fall Board meeting, the Board will discuss the FY23 Assumptions.

The Budget and Finance Committee will also hold two meetings in the fall: Budget and Finance Orientation and FY23 Assumptions.

The [website](#) with upcoming ALA Executive Board meetings was shared.

6.0 Closing remarks (Allen)

Allen thanked the Board, Committee and staff for attending and participating.

7.0 Adjournment (Allen)

Allen adjourned the meeting.

-Submitted by ACRL Program Manager for Strategic Initiatives Allison Payne

The report and work plan compilation can be downloaded from [ALA Connect](#).

ACRL Committees & Chapters Council 2020–21 Year-End Reports & 2021–22 Work Plans

Division-level Committees	
Academic/Research Librarian of the Year Award Committee	
ACRL 2021 Coordinating Committee	
Appointments Committee	
Equity, Diversity and Inclusion (EDI) Committee	
Government Relations Committee	
Leadership Recruitment and Nomination Committee	
New Roles and Changing Landscapes Committee	
Professional Development Committee	
2022 President's Program Planning Committee	
Professional Values Committee	
Publications Coordinating Committee	
<i>Academic Library Trends and Statistics Survey</i> Editorial Board	
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	
C&RL Editorial Board	
C&RL News Editorial Board	
CHOICE Editorial Board	
New Publications Advisory Board	
Project Outcome for Academic Libraries Editorial Board	
Publications in Librarianship Editorial Board	
RBM Editorial Board	
<i>Resources for College Libraries</i> Editorial Board	
Research Planning and Review Committee	
Section Membership Committee	
Standards Committee	
Information Literacy Frameworks and Standards Committee	
Student Learning and Information Literacy Committee	
Value of Academic Libraries Committee	

Chapters Council
Chapters Council

Red= work plan only

The committee minute compilation can be downloaded on [ALA Connect](#).

ALA ANNUAL CONFERENCE & EXHIBITION JUNE 23–29, 2021 VIRTUAL

ALA Virtual Conference 2021 ACRL Division-level Committee, Chapters Council, and Task Force Minutes

Committees

ACRL/Core Interdivisional Academic Library Facilities Survey Editorial Board
<i>C&RL News</i> Editorial Board
CHOICE Editorial Board
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee
<i>Resources for College Libraries</i> Editorial Board
Standards Committee
Value of Academic Libraries Committee

Chapters Council

Chapters Council

Task Forces

National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force

American Political Science Association (APSA) Liaison Report

In October 2020, I was selected to serve as the PPIRS liaison to the American Political Science Association (APSA) for a term running until August 31, 2023. I am delighted to be in a position to serve the section in this capacity, as well as to represent our section in the ACRL Liaisons Assembly Committee. My appointment as APSA liaison occurred shortly after APSA's 2020 annual meeting entitled "Democracy, Difference, and Destabilization," which I attended virtually. Since then, I have been active in meeting stakeholders and APSA staff who are very excited to build connections with political science librarians through PPIRS.

The APSA annual meeting was held entirely online through virtual panels and keynote sessions. Amidst the turmoil of the Covid-19 pandemic and racial justice protests in summer 2020, the conference pivoted to address these pressing social concerns. The Presidential Address by Dr. Paula McClain, "Crises, Race, Acknowledgement: The Centrality of Race, Ethnicity and Politics to the Future of Political Science," was a searing indictment of the long history of racist and xenophobic treatment of minorities and immigrants in America writ large and of African Americans in the discipline of political science particularly. Dr. McClain has established an APSA taskforce to examine the effects of systemic racism within the discipline and potential remedies. APSA president-elect Dr. John Ishiyama was part of an interesting panel I attended called "Rethinking the Undergraduate Political Science Major" which was one phase of a long-term effort to recommend changes to discipline curricula. I also took part in the APSA Teaching and Learning mini-conference (TLC) on Saturday, and found that many educators shared the same struggles of adapting their face-to-face instruction to the online learning environment.

In December, Erin Ackerman introduced me by email to APSA's president, Janet M. Box-Steffensmeier, and executive director, Steven Rathgeb Smith. Through this connection, I set up a meeting with the APSA publishing director Jon Gurstelle, and the director for teaching & learning, Tanya Schwartz, in January. We discussed many promising areas for future collaboration including information literacy programming/publishing, civic engagement activities, data literacy projects, and scholarly communications. The APSA Educate online platform which debuted in early 2020 is now well-stocked with blog posts, essays, and open-access teaching materials for political science educators and will be an important place for librarians to locate resources for faculty and make their own submissions: <https://educate.apsanet.org/>. I also described the work of the PPIRS Ad hoc Information Literacy Framework committee and they are very eager to help promote the final product in numerous ways when it is ready.

In March, I met with Bennett Grubbs, the editor of APSA Educate, to discuss more discrete ways of librarians becoming more involved and participating in the community of educators publishing on the blog and repository. He encouraged us to reach out with any ideas for posts or materials, and especially seeks reports on successful efforts with political science faculty and librarians working with collaborative and interactive pedagogical techniques. Grubbs would also welcome advice on OER searches and channels to add their open access APSA resources and

textbooks. He is very receptive to any proposals we may have to contribute content to APSA Educate (or ways to increase its visibility and distribution).

I have discovered many exciting avenues to pursue in my first few months in this liaison role to develop lasting partnerships and resource sharing between our organizations. If you are interested in being connected to anyone I know at APSA, or have an idea for a collaboration, feel free to reach out to me at kmacvaug@gmu.edu.

EBD#10.2
2021-2022

To: ALA Executive Board

Re: Operating Agreement Work Group Update

ACTION REQUESTED/INFORMATION/REPORT: This report provides the Executive Board with an update on the activities of the Operating Agreement Work Group.

CONTACT PERSON:

Maggie Farrell, maggie.farrell@unlv.edu, ALA Treasurer and Operating Agreement Work Group Co-Chair

Andrew Pace, andrewkpace@gmail.com, Operating Agreement Work Group Co-Chair

DRAFT OF MOTION: none

DATE: October 22, 2021

BACKGROUND:

<https://operatingagreement.ala.org/>

The Operating Agreement Work Group was proposed during ALA Midwinter 2020 with a final charge and appointments in June 2020. The WG has met throughout the year and meeting materials are available on our ALA website. The WG appreciates the time extension for our work through June 2022.

The WG is focused on two activities – rewriting the relationship document and examining the financial practice of applying the overhead rate.

Rewriting

The Operating Agreement Policy (A.4.3.4.1) requires a complete revision. The Policy is not only dated, but the language does not reflect the current values and aspirations of ALA. The goal of the relationship between ALA and Divisions is to advance the entire membership and values that all members hold. This sentiment needs to guide the tone and language of a revised policy. The WG wants to clearly outline support systems that include accountability, efficiency, and quality while also strengthening communication and excellence throughout ALA.

Overhead Rate

The WG considered three options for the overhead rate:

1. Retain the status quo
2. Tweak the current overhead formula including the inclusion of new revenue streams
3. Eliminate the overhead rate and consolidate financial reporting with budgets tied to specific ALA units, including Divisions and Round Tables.

The WG is very intrigued by option 3 to eliminate the overhead rate as it is movement of funds within ALA. The elimination of the overhead rate would facilitate everyone pulling together for association goals, implementation of the Pivot Strategy, and a consolidated budget.

Naturally, the elimination of the overhead rate raises several questions: how will ALA Finance report Division net asset balances? How will revenue surpluses be managed? Would more revenue successful Divisions subsidize other Divisions? Where is the incentive to develop

revenue? How will budgeting ensure that all overhead expenses are covered? The WG will continue to examine these questions and the financial implications.

Timeline

Fall 2021 WG continues to draft a new relationship policy and examine overhead
 January 2022 WG discusses drafts with EB, BARC, F&A, PBA, Division Leadership, and Council with a focus on listening.
 Spring 2022 WG continues to refine drafts
 April 2022 WG provides draft recommendations to EB, BARC, and F&A
 May 2022 WG refines final recommendations
 June 2022 WG provides final report and recommendations to EB, BARC, F&A, PBA, Division Leadership, and Council.

Next steps for the WG

The WG will touch base with appropriate governance committees to ensure the policy proposal process is clearly understood.

The WG will continue drafting and meeting to meet the above timeline.

The WG will work with the ALA Finance Office to discuss financial and process implications.

Operating Agreement Work Group members:

	Name	Home Institution
Co-Chair	Maggie Farrell	UNLV
Co-Chair & SCOE Rep	Andrew Pace	OCLC
Division Member	Clara Bohrer	Retired Director, West Bloomfield Township Public Library
Division Member	Diane Chen	Stratford STEM Magnet School Library
Roundtable Member	Sophia Sotilleo	Lincoln University (PA)
Membership Member	Miranda Bennett	University of South Carolina
Publishing Committee	Christine Dulaney	Library of Congress
Member	Clara Harmon	Calumet City Public Library (IL)
Executive Board Member	Wanda Brown	ALA Past President
BARC Chair	Peter Hepburn	College of the Canyons
Division Staff	Tammy Dillard Steels	YALSA Executive Director
Division Staff	Kara Malenfant	ACRL Interim Executive Director
Division Staff	Kerry Ward	Core (previously LLAMA Executive Director)
Roundtable Staff	Lorelle Swader	Associate Executive Director
Finance Staff	Denise Moritz	Interim CFO
General Fund Staff	Melissa Walling	Director, Membership
General Fund Staff	Kathi Kromer	Director, Washington Office

ALA Personnel Supporting/Contributing to the WG:

Keith Brown
 Marsha Burgess
 Holly Robison

ACTIONS: None

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



ACRL Representative Report

Representative name: Lisa Pillow

Representative email: lisa.pillow@gmail.com

Unit representative to: ALA Committee on Library Advocacy (COLA)

Report period: June 25, 2021

Background Information

This was the ALA Committee on Library Advocacy (COLA) 2021 ALA Annual Conference meeting. Updates on current and upcoming activities were discussed.

Major Activities of the Unit

- **Ecosystem subcommittee:**
 - Planning a webinar for LIS instructors in September 2021 to present Ecosystem ideas and tools for stronger advocacy
 - Currently planning a Second Annual Ecosystem webinar for October.
 - An FAQ page that comes from questions generated from communications with divisions and interested stakeholders has been posted.
<https://www.ala.org/advocacy/sites/ala.org.advocacy/files/content/stateandlocal/Ecosystem/Ecosystem%20FAQ%202021-06.pdf> .
 - Met with president and president-elect of ALISE to share toolkits.
- Members continue to write op-eds to federal and state legislative representatives advocating for current and upcoming library legislation.

Implications for ACRL

No implications for ACRL at this time.

Upcoming Activities

- Individual op-eds from members to representatives at the local, state, and federal levels regarding upcoming legislation including the Recovery Act 2021 and the Build America's Library Act.
- Ecosystem webinar for LIS instructors – September 2021
- Second Annual Ecosystem webinar – October 2021
- Ecosystem Subcommittee will meet over the summer to discuss ideas for the coming year including a social media plan.

The PFE compilation by goal area can be downloaded from [ALA Connect](#).



ACRL Plan for Excellence Implementation Reports – By Goal Area

CONTENTS

Value of Academic Libraries	2
Value of academic libraries objective 1. Cultivate research opportunities that communicate the impact of academic and research librarians in the higher education environment.	2
Value of academic libraries objective 2. Promote the impact and value of academic and research libraries to the higher education community.	7
Value of academic libraries objective 3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.....	11
Value of academic libraries objective 4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.....	14
Student Learning	19
Student Learning Objective 1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.....	19
Student Learning Objective 2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.	24
Research and Scholarly Environment	27
Research and scholarly Environment Objective 1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.....	27
Research and Scholarly Environment 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.....	30
Research and Scholarly Environment Objective 3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.....	35
New Roles and Changing Landscapes	36
New Roles and Changing Landscapes Objective: 1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.	37
New Roles and Changing Landscapes 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.	40

New Roles and Changing Landscapes Objective 3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.....	45
Enabling Programs and Services.....	48
Education.....	48
Enabling Programs and Services.....	51
Publications	51
Enabling Programs and Services.....	54
Advocacy.....	54
Enabling Programs and Services.....	56
Member Engagement.....	56
Core Commitment to Equity, Diversity and Inclusion.....	62

The PFE by unit compilation can be found on [ALA Connect](#).



ACRL Plan for Excellence Implementation Reports – Sorted by Unit

Membership Groups

Anthropology and Sociology Section (ANSS)
Arts Section (Arts)
College Libraries Section (CLS)
Community and Junior College Libraries Section (CJCLS)
Digital Scholarship Section (DSS)
Distance and Online Learning Section (DOLS)
Education and Behavioral Sciences Section (EBSS)
European Studies Section (ESS)
Literatures in English Section (LES)
Politics, Policy and International Relations Section (PIRS)
Science and Technology Section (STS)
University Libraries Section (ULS)
Women and Gender Studies Section (WGSS)
Access Services Interest Group
Digital Badges Interest Group
History Librarians Interest Group
Residency Interest Group
Systematic Reviews and Related Methods Interest Group
Technical Services Interest Group
Universal Accessibility Interest Group
Virtual Worlds Interest Group
Delaware Valley
Eastern New York
Georgia
Illinois
Iowa
Kansas
Kentucky
Louisiana
Maryland

Minnesota
Nebraska
New England
New Jersey
New Mexico
North Carolina
Ohio
Oklahoma
Oregon
Washington