



**Association of College and Research Libraries**  
**Board of Directors Meeting I**  
Annual Conference  
Saturday, June 23, 2007  
2:00 – 5:30 p.m.  
Hilton Washington, Jefferson West Room  
Washington, D.C.

## **Annual Conference Board Meeting I Minutes**

### **Attendees:**

*Board Members:* Pam Snelson, Julie Todaro, Camila Alire, Susan Kroll, Tyrone Cannon, Mary Ellen Davis, Nancy Allen, Janis Bandelin, Mary Carr, Lori Goetsch, Lynne King, Debbie Malone, Dorothy Washington, and Karen Williams.

*Visitors:* Lisa Browar, Dave Dowell, Elizabeth Dupuis, Linda Kopecky, Michael LaCroix, Erika Linke, Frances Maloy, Locke Morrisey, Tamara Miller, James Mullins, Shawn Nicholson, Wilbur Stolt, and Judy Walker.

*Staff:* Margot Sutton Conahan, David Connolly, Kathryn Deiss, Kara Malenfant, Tory Ondrla, Stephanie Orphan, Mary Jane Petrowski, and Irv Rockwood.

### **Membership Meeting**

The ACRL Membership Meeting immediately preceded the Board of Directors meeting. The meeting was called to order at 1:34 p.m. by ACRL President Pamela Snelson.

With only one attendee other than members of the Board and ACRL staff, incoming Vice-President/President-Elect Erika Linke (one additional ACRL member arrived later), the meeting was used as an opportunity to brainstorm ideas for a better use of the membership meeting, which is called for in the ACRL Bylaws, Article XII, Section 1. The section reads, “**General meetings.** The Association shall hold an annual meeting at the time and place of the annual conference of the American Library Association. Other meetings may be called at the discretion of the Board of Directors. One hundred members shall constitute a quorum of the Association for the transaction of all business.”

Prior to 2006, for years the meeting had constituted a small portion of the ACRL President’s Program to satisfy the requirement in the bylaws. As a stand-alone meeting, it was not attracting more than a couple of attendees. Ideas that came up included:

- The bylaws requirement could be changed, if a face-to-face membership meeting is no longer useful in the digital age.
- This particular membership meeting’s attendance could have been hampered by its location, far from the convention center. The timing of the meeting could be separated from the ACRL Board Meeting and held at the convention center.
- Staff may need to promote the meeting more heavily prior to conference.
- A project-based meeting could hold much more attraction for members than a non-descript “membership meeting.” At a minimum, an agenda published in advance seems like a good idea.
- The meeting could be held in conjunction with the ACRL 101 program or the ACRL Leadership Council.

The consensus of the group was to hold the next membership meeting in conjunction with ACRL 101. Topic ideas included having a group discussion about one of the mega-issues identified by the Board in association with the ACRL Strategic Plan, or even a roundtable setup for a discussion on all of the mega-issues, with a different mega-issue at each table.

Additionally, a virtual membership meeting format should be tested in the spring of 2008, perhaps in conjunction with the ACRL Spring Virtual Conference or on the anniversary of the 2007 ACRL 13<sup>th</sup> National Conference in Baltimore to follow up on hot topics from the conference. The Membership Advisory Committee will be asked to work with staff to arrange the virtual membership meeting. Staff will research costs for using one of its Web-CE platforms to host a large synchronous audience.

### **1.0 Call to Order**

The Board meeting was called to order at 2:01 p.m.

### **2.0 Opening Remarks**

Snelson reminded the Board of the standard good meeting practices the ACRL Board of Directors seeks to embody.

### **3.0 Adoption of the Agenda**

*Action:* The Board of Directors adopted the agenda as presented.

### **4.0 Open Microphone**

There were no requests to speak to the Board.

### **5.0 Strategic Mega-Issue: Implications of the ACRL Environmental Scan (Document 1.0)**

Jim Mullins, chair of ACRL's Research Committee, introduced the draft 2007 ACRL Environmental Scan presented to the Board and noted that it was longer than had been planned. It is intended to be a good summary and report of the existing environment and not a forecast, but Mullins found the nascent issues that were identified particularly interesting.

Mullins sought direction from the Board for the next step for the document. He suggested that it could use editing or could be posted to the Web as it is. Mullins has consulted with Joseph Branin, Editor-Designate of *College and Research Libraries*, regarding possible publication of the scan in *C&RL*. Branin said that *C&RL* was not interested and was already backlogged for 2-years with pieces selected for publication. Mullins noted that the committee has been very active over the last year working on the scan and the Top Ten Assumptions released at the ACRL National Conference earlier in the year, but that work has prevented the committee from meeting the rest of its charge. He also pointed out that his term as chair of the committee was at an end and that Scott Walter would be the committee's new chair effective at the end of conference.

Board members responded that the scan did a nice job calling attention to both items that one might uncover in survey work with members identifying urgent issues as well as topics that one might explore through published research or literature, an approach that was appreciated. The nascent issues identified are areas that are not yet apparent in the literature, but now need research. It was suggested that these issues might make a good side column or editor's "ideas for future research" column in ACRL's journals or magazine.

The committee's workload and process were briefly discussed, with the following major points of discussion:

- The cluster of efforts assigned to the Research Committee might be more manageable if they were not assigned as the responsibility of a single group. The committee has discussed the possibility of changing the structure to that of an array of groups reporting to a coordinating committee. This was similar to one of the "Super Committees" the Board considered in 2004-05, which resulted in the establishment of the initial Advocacy, Professional Development, and Publications Coordinating Committees. Walter will query the committee members for suggestions and report the Board by the Fall Executive Committee Meeting with a plan for implementation.
- Concerns have been raised that membership on the Research Committee has a steep learning curve associated with it. The committee's members are not all equally prepared to take on these issues. Appointments to this committee should not be based purely on those who volunteer for it, but should

show a concerted effort to identify the right people to appoint. Not everyone appointed to the committee expected the amount of work it requires. This tied back to the Board's previous discussions of knowledge-based appointments or elected positions.

- Can the association's research needs be tied to the Board's current discussion of fundraising areas and structures?
- Might a consultant be useful to help define the research needs and process and move it forward?
- It could be useful to have several Board members work directly with the committee to enhance communication with the Board.
- There could be an opportunity here to collaborate with doctoral students or library education programs since they're already researching.

## **Strategic Area: The Association**

### **6.0 Reports**

#### **6.1 President's Report (Document 2.1)**

Snelson referred the Board to her written report for an update of her activities. There were no questions.

#### **6.2 Vice-President's Report (Document 2.2)**

Vice-President/President-Elect Julie Todaro referred the Board to her written report for an update of her activities. There were no questions.

#### **6.3 Councilor's Report**

ACRL Division Councilor Tyrone Cannon reported that resolutions to be discussed by ALA Council include one considering whether ALA should conduct a study of the association's recent committee appointments to determine the extent to which they represent broad type-of-library representation, one regarding funding for a national library services digitization project and to bring talking book service up to date, and one to include school media specialists as "experts" in the No Child Left Behind reauthorization bill. There will also be a discussion about limiting ALA actions to library-related issues at the ALA Membership Meeting.

#### **6.4 Executive Director's Report (Document 2.3)**

Executive Director Mary Ellen Davis offered a brief oral report about her recent activities and highlighted several items in the written Operations Report. Major points included:

- Davis, Todaro, and Scholarly Communication/Government Relations Specialist Kara Malenfant had a number of meetings with other organizations based in Washington the previous day, including the American Federation of Teachers (AFT), the American Association of State Colleges and Universities (AASCU), and the American Association of Community Colleges (AACC), for which ACRL Director-at-Large Mary Carr joined them.
  - At AFT, they met regarding the Free Exchange on Campus Coalition, which ACRL joined the previous year with the Board's approval. ACRL is looking to expand on that relationship.
  - At AASCU, they met with George Mehaffy, Vice-President of Academic Leadership and Change, who was the speaker the previous month at ACRL's Legislative Day Luncheon. AASCU now wants ACRL to speak at its meeting in spring 2008.
  - At AACC, Pat Stanley, the U.S. Department of Education's Deputy Assistant Secretary for Community Colleges, expressed a desire to work with more groups, including ACRL.
- In staff developments, Malenfant is starting a doctoral program and will be cutting back her workload somewhat. ACRL Program Officer David Connolly might pick up some of her Government Relations responsibilities, but some of his current workload will need to be reassigned to for that plan to be successful. A call for a part-time Visiting Program Officer position is also planned to help with some of the Government Relations work.

- David Free has been hired as the new Editor-in-Chief of *College and Research Libraries News* and a Marketing and Communications Specialist. This will allow current Editor-in-Chief Stephanie Orphan to focus on more Web-CE and Website development for the association.

## **7.0 Draft Spring Executive Committee Meeting Minutes (Document 3.0)**

There was no discussion of the draft minutes.

## **8.0 Consent Agenda**

[In order to allocate more Board time to the matters of highest priority, it is recommended that we develop a consent agenda for more routine matters on which there is little perceived need for debate or on which more meaningful debate will take place in other forums and need not be repeated in the Board's discussions. We will act on these items as a group. Any item may be removed from the consent agenda if any member of the Board of Directors requests separate consideration of the item.]

The following items are placed on the consent agenda.

### **Strategic Area: The Association**

#### **8.1 Approval of Midwinter Minutes (Document 4.1)**

*Motion:* That the ACRL Board of Directors approve the 2007 Midwinter Meeting minutes.

#### **8.2 Confirmation of email vote, C&RL Editor (Document 4.2)**

*Motion:* That the ACRL Board of Directors confirm its email vote of March 2 – March 9, 2007, approving the appointment of Joseph Branin as the editor of *College and Research Libraries*, for a 3-year term to begin July 1, 2008.

#### **8.3 Confirmation of email vote, PIL Editor (Document 4.3)**

*Motion:* That the ACRL Board of Directors confirm its email vote of March 2 – March 9, 2007, approved the appointment of Craig Gibson as the editor of *ACRL Publications in Librarianship*, for a 5-year term to begin July 1, 2008.

#### **8.4 Confirmation of email vote, Information Literacy Competency Standards Review Task Force Establishment (Document 4.4)**

*Motion:* That the ACRL Board of Directors confirm its email vote of March 15 – March 22, 2007, approving the establishment of an Information Literacy Competency Standards in Higher Education Review Task Force with the following charge and timeline.

#### **Charge:**

Review the standards that were last approved and reviewed in 2000 and recommend to the ACRL Board of Directors whether the standards need any revisions or updating.

#### **Tasks:**

- Solicit input from ACRL members and other interested bodies
- Determine need for update or revision identifying pros/cons of updating the standards
- If the task force recommends an update to the standards identify the areas that need updating or that are missing from the current standard.

#### **Timeline:**

- Task Force appointed: April 2007
- Call for comments on need to revise/update standards: Spring 2007
- Meeting to hear comments and review those already received: Annual 2007
- Recommendation to the Board: October 2007

#### **8.5 Establishment of Balancing Baby and Book Discussion Group (Document 4.7)**

*Motion:* That the ACRL Board of Directors approve the establishment of an ACRL Balancing Baby and Book Discussion Group, with a purpose and responsibility as follows:

To create a discussion forum for academic librarians on the challenges and opportunities present in being or preparing to become a parent while continuing to work and/or maintain a career track. The discussion group will be an opportunity to share knowledge and experience about work related issues, for example library and university policies and procedures (leave, tenure, etc), managing expectations of colleagues, and negotiating agreements with supervisors, and parenting related issues, for example finding quality day care, managing yours and your partners expectations, and spending quality time with your child(ren). Discussions at ALA conferences will give participants an opportunity to learn from both experienced parents and new parents while also provide a forum for open conversations with library administrators and colleagues about the positive and negative effects parenthood can have on work performance and career.

**Strategic Area: The Profession**

**8.6 2008 Workshops and Preconferences**

**8.6.1 2008 Midwinter Workshops (Document 4.5.1)**

*Motion:* That the ACRL Board of Directors approve workshop proposals titled *Assessing Learning Outcomes in Programs Large and Small: A Hands On Approach*, *Injecting Fun into Library Orientation: How to Engage and Capture your Students through Interactive Presentations*, and *Using Organization Development to Create a “Work Place of Choice”* for presentation at the 2008 ALA Midwinter Meeting in Philadelphia, PA on Friday, January 11, 2008.

**8.6.2 2008 Annual Conference Preconferences (Document 4.5.2)**

*Motion:* That the ACRL Board of Directors approve preconference proposals titled *Library Instruction 2.0: Building Your Online Instruction Toolkit*, *Assessment of Academic Library Effectiveness: Using ACRL Standards for Continuous Evaluation*, and *Mindfully Resolving Conflicts: Facilitation for Diversity Issues* for presentation at the 2008 ALA Annual Conference in Anaheim, CA on Friday, June 27, 2008.

**8.7 15<sup>th</sup> ACRL National Conference Date Change (Document 4.6)**

*Motion:* That the ACRL Board of Directors approve March 30 – April 2, 2011, as the revised dates for the ACRL 15th National Conference in Philadelphia, Pennsylvania.

*Action:* The ACRL Board of Directors approved the consent agenda.

**Strategic Area: The Association****9.0 Budget and Finance****9.1 3<sup>rd</sup> Quarter (April) Budget Report (Documents 5.1 & 5.1a)**

Budget and Finance Committee Chair Susan Kroll reviewed the latest totals for ACRL's FY07 financial performance, noting that professional development programs looked good, ACRL's membership numbers were better than expected, and publications revenue for ads and print subscriptions warranted monitoring due to continued weakness.

**9.2 CHOICE Building Update (Document 5.2)**

Irv Rockwood, Editor and Publisher of *Choice*, updated the Board on the prospects for an office space purchase. Highlights included:

- Progress was being made on the search. A downtown Middletown location is still preferred and there is one reasonably positive prospect on Liberty Street, less than 4 blocks from the current office. It has the same management as the current leased location. There is a potential concern about the amount of space available, but the developer has agreed to develop a space plan based on CHOICE specs and requirements at his expense to show how it will work.
- If that location doesn't work out, it will be time to consider pursuing new construction. The disadvantage to that option would be location, as it would likely need to be in a business park away from downtown. Downtown properties are still very tight and move quickly when they come on the market.
- The lease for the current space expires in December 2007. A proposal for short-term extension is expected soon. Within a month or two a one-year extension should be set. Best case scenario, CHOICE would move in the fall of 2008. A detailed plan for payment and other terms will be brought forward for Board and ALA approval when ready, probably by Midwinter.

**9.3 Friends of ACRL Review Task Force Final Report (Document 5.3)**

*Motion:* That the ACRL Board of Directors approve the following recommendations:

1. Revise the Colleagues Committee charge to state explicitly the committee's precise fundraising responsibilities.
  - Specify fundraising objectives (underwriting for ACRL National Conference)
  - Establish new or confirm existing plans for donor cultivation, solicitation, and stewardship
  - Communicate fundraising plans and progress with ACRL B&F Committee, Friends Fund Subcommittee, and ALA Development Office
2. Revise the Friends Fund Subcommittee charge by assigning responsibility for annual gifts. Remove responsibility for disbursement of gifts as a conflict of interest.
  - Specify programmatic fundraising objectives
  - Explain to membership why donations are needed in addition to dues
  - Establish plans for donor cultivation, solicitation, and stewardship
  - Communicate fundraising progress to the Colleagues Committee via the ACRL B&F Committee
  - Communicate fundraising plans, progress, etc. with ALA Development Office
  - Identify ways to communicate fundraising activities and results to ACRL membership
  - Set annual fundraising goals (dollar amounts) (see "census" in item #5, below)
3. The Budget and Finance Committee retains oversight responsibility for the Friends Fund Subcommittee.
  - Budget and Finance Committee is responsible for advising the ACRL Board of Directors on questions regarding all fiscal matters of the division including dues levels and fundraising, especially as they relate to the strategic plan

- Budget and Finance Committee maintains a unified perspective of the section's financial position and is well-positioned to assume oversight of this revenue generating activity
4. Create a B&F subcommittee to investigate the potential for developing a Major Gifts program for ACRL.
    - Identify goals and objectives of a Major Gifts program and its potential benefits for ACRL
    - Consult with ALA Development Office concerning feasibility of an ACRL Major Gifts initiative
    - Make appropriate recommendation to ACRL B&F Committee, ACRL Board of Directors
  5. Establish a Budget and Finance subcommittee to review funding requests according to guidelines established by the B&F Committee, and make recommendations regarding disbursement of annual fund monies to the B&F Committee.
    - Conduct a census of ACRL programs, committees, etc., that request funding from the Friends Fund (scholarships, awards, etc)
    - Determine from census the amount of funding that will be required on an annual basis to fund ACRL scholarships, awards, etc.

*Discussion:* Task force chair Lisa Browar thanked Mary Carr, Camila Alire, Michael LaCroix, and Brian Schottlaender for their work on the report. Browar believed that the task force's report gives a sense of the amount of work and effort that would need to take place to implement the recommendations. The Board could choose to take no action, or could completely revamp the recommendations as it sees fit. The recommendations were summarized as:

- No changes were recommended for the Colleagues Committee, but the task force recommended clarifying the charge. The committee has been very successful as it currently functions.
- The Friends of ACRL Subcommittee's fundraising responsibilities would be separated from the fund's disbursement responsibilities to preclude any impression of a conflict of interest.
- A Major Gifts group would be charged with going out and seeking major funding for major initiatives.
- A pilot program for a Friends of ACRL "Annual Giving" program could work well.

Board members discussed the recommendations, with the following issues raised:

- The task force determined that including bequests with the Major Gifts program required a level of legal investment that ALA and ACRL might not want to pursue. That was also viewed as a different kind of development. It was noted that projections for intergenerational transfers in coming years would amount to trillions of dollars as the baby boomers pass on their legacy, but in thinking strategically about where the association could best put its efforts, this idea was passed on.
- There was some concern about the viability of a Major Gifts program for ACRL, but the task force believed that between corporate and possibly generous individual donors it could be successful. Browar suggested that the Board might want to defer developing this program for a year or two until the new Friends of ACRL fundraising structure is up to speed.
- Board members should be committed to giving themselves and developing prospect lists for the association. To the degree that a Board member is comfortable, they could be fundraisers themselves.
- The Board might need to settle on a campaign purpose before figuring out the final structure changes.
- The new units should remain under the Budget and Finance Committee's structure, as the current Friends Fund Subcommittee does.

The Board discussed the next steps it would like to take and decided that it would refer recommendations 1 and 5 to the Budget and Finance Committee to bring back proposed charges at the Board II meeting. The Budget and Finance Committee should complete the remaining items for the Fall Executive Committee Meeting. If there is time, the Budget and Finance Committee could also address recommendation 2 before Board II.

Goals and objectives for the Major Gifts and annual fund programs should be selected by the Board from the Strategic Plan. This could be an activity for the Board to pursue by email, at the Strategic Planning and Orientation Session in the fall, and at the Fall Executive Committee Meeting.

The Board thanked Browar for her work leading the task force and writing such a detailed, well-considered report.

*Action:* The ACRL Board of Directors received the Friends of ACRL Review Task Force's final report and approved an action requesting that the Budget and Finance Committee act on recommendations 1 and 5 of the report back to the Board for the Board II meeting on June 26, 2007, and act on the other recommendations by the Fall Executive Committee Meeting. The Board will move ahead with consideration of priorities for both major gift and annual giving fundraising.

1. Revise the Colleagues Committee charge to state explicitly the committee's precise fundraising responsibilities.

- Specify fundraising objectives (underwriting for ACRL National Conference)
- Establish new or confirm existing plans for donor cultivation, solicitation, and stewardship
- Communicate fundraising plans and progress with ACRL B&F Committee, Friends Fund Subcommittee, and ALA Development Office

5. Establish a Budget and Finance subcommittee to review funding requests according to guidelines established by the B&F Committee, and make recommendations regarding disbursement of annual fund monies to the B&F Committee.

- Conduct a census of ACRL programs, committees, etc., that request funding from the Friends Fund (scholarships, awards, etc)
- Determine from census the amount of funding that will be required on an annual basis to fund ACRL scholarships, awards, etc.

## **10.0 ACRL Bylaws and Policy Revisions (Documents 6.0, 6.0a & 6.0b)**

### **10.1 Various Minor Bylaws Revisions (Document 6.1)**

*Motion:* That the ACRL Board of Directors approve the first of two required votes to place the following various Bylaws revisions on the 2008 ballot for a membership vote.

#### **Article V: Officers**

c) **Immediate past president.** The immediate past president shall perform such duties as are delegated or assigned by the president or the Board of Directors. ~~and shall represent the Board as an ex-officio member of its editorial boards.~~

#### **Article VII: Budget and Finance Committee Chair**

The ACRL Budget and Finance Committee chair is a member of the ACRL Board of Directors and serves on its Executive Committee. The Budget and Finance Committee chair provides leadership in maintaining the financial health of the Association and each year brings to the Board a recommended

budget and recommended fiscal policies. The Budget and Finance Committee chair is appointed by the vice-president for a term not to exceed two years. ~~after having served as a member of the committee for a minimum of one year.~~

## Article IX. Board of Directors

### Section 3. Directors-at-Large.

a) One director-at-large shall be elected based upon nominations from the University Libraries Section; one shall be elected based upon nominations from the College Libraries Section; one shall be elected based upon nominations from the Community and Junior College Libraries Section; two directors-at-large shall be elected based upon nominations from the Chapters Council; two shall be elected based upon nominations from the Sections Council; and one director-at-large shall be elected based upon nominations from the Divisional **Leadership Recruitment and Nominations** Committee.

**Section 5. Meetings of the Board.** ~~A~~ Regular meetings of the Board of Directors shall be held **in conjunction with each** ~~no less than four (4) times each program year, twice each during the~~ American Library Association Midwinter Meeting and ~~the~~ American Library Association Annual Conference. Conference call meetings of the Board may be called by the president or at the request of seven (7) members of the Board. Actions of the Board shall be reported in writing not later than the next Board meeting.

**Section 6. Absence.** ~~Any elected officer or director who shall have been absent from two (2) consecutive regular meetings of the Board of Directors during a single program year shall automatically vacate the seat on the Board of Directors and the vacancy shall be filled as provided in these bylaws; however, the Board of Directors shall consider each absence of an elected officer or director as a separate circumstance and may waive such absence by affirmative vote of a majority of its members.~~

**Participation.** In the case of continued failure of a director to participate in the deliberations of the Board, the Board may, by a vote of the majority of its members, declare the seat vacant and the vacancy shall be filled as provided in these bylaws.

## Article XI: Nominations

**Section 2. Reporting.** The **Leadership Recruitment and Nomination Nominating** Committee shall report in writing the names of nominees for elective offices of the Association a whole one month prior to the annual conference.

**Section 3. Nominations by Others.** Nominations other than those of the **Leadership Recruitment and Nomination Nominating** Committee signed by no fewer than 20 members of the Association shall be accepted and placed on the ballot if they are filed with the executive director of the Association at least three months before the date on which the ballots are to be mailed. Written consent of the nominees must accompany such nominations.

## Article XV: Chapters

**Section 2. Bylaws.** ~~A chapter may adopt its own bylaws provided there is no conflict between them and bylaws of the Association.~~

## Article XVIII: Committees

~~Section 3. Interns. To encourage broad participation, interns may be appointed to committees for a one-year term.~~

## Article XXII: Amendment of bylaws

### Section 4. Voting.

b) If at a public membership meeting, the bylaws amendment is accepted **if a majority of the members, present and voting, votes** in favor of the amendment.

*Discussion:* Bylaws Committee Chair Tamara Miller was available to answer any questions the Board had about the proposed ACRL Bylaws revisions. This set consisted of extremely minor revisions and were addressed at the Board's direction to make the Bylaws conform to current practice.

*Action:* The ACRL Board of Directors approved the first of two required votes to place the following various Bylaws revisions on the 2008 ballot for a membership vote.

## Article V: Officers

c) **Immediate past president.** The immediate past president shall perform such duties as are delegated or assigned by the president or the Board of Directors. ~~and shall represent the Board as an ex-officio member of its editorial boards.~~

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**Participation.** In the case of continued failure of a director to participate in the deliberations of the Board, the Board may, by a vote of the majority of its members, declare the seat vacant and the vacancy shall be filled as provided in these bylaws.

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~~**Section 3. Interns.** To encourage broad participation, interns may be appointed to committees for a one-year term.~~

#### **Article XXII: Amendment of bylaws**

##### **Section 4. Voting.**

b) If at a public membership meeting, the bylaws amendment is accepted **if a majority of the members, present and voting, votes** in favor of the amendment.

**10.2 Dues (Document 6.2)**

*Recommended Motion:* That the ACRL Board of Directors approve the first of two required votes to place the following Bylaws revisions on the 2008 ballot for a membership vote.

**Article IV: Membership and Dues**

**Section 3. Dues.** ~~The amount of personal member dues shall be determined by the ACRL Board of Directors with the approval of the membership in a mail or electronic vote. Organizational dues shall be determined by the ACRL Board of Directors.~~

**a) Personal Dues.** The ACRL Board of Directors shall determine any increases in the amount of personal member dues no greater than the percent increase in the annual average of the Consumer Price Index (National CPI-U) from the year of the last dues increase to the most recent completed year. Personal dues increases greater than this amount are subject to the approval of the full membership in a mail or electronic vote.

**b) Organizational Dues.** The ACRL Board of Directors shall determine organizational dues by simple majority vote of the members of the Board.

*Discussion:* Miller reminded the Board that the Bylaws Committee had presented it with several options at the Spring Executive Committee Meeting and that the Board selected this one.

Board members discussed the proposed language and raised a number of new issues, including:

- Of those Board members who had heard from the Sections they liaison with, some Sections have expressed concern about the plan for communicating dues actions taken by the Board to the membership and would like to see some language included outlining a required communication process.
- A Section suggested including some required link to the Budget and Finance Committee for its recommendations.
- One Section thought that a membership vote should always be required for dues increases.
- Another Section was uncomfortable with the proposal and suggested there be a restriction on how often the Board could increase dues, particularly prohibiting increases in consecutive years.
- One other Section suggested that using the CPI as the index to limit the amount of increases was too generous, and noted that their salaries don't increase as fast as the CPI rises.
- There was some debate about whether the word "increase" biased the language against any possibility of a decrease. New wording was suggested, substituting "[. . .] shall determine the amount of personal member dues, with any increases to be no greater than [. . .]" for "[. . .] shall determine any increases in the amount of personal member dues no greater [. . .]."
- A Board member pointed out that this is a difficult, sensitive leadership decision that wasn't necessarily best served by popular opinion. The Board needed to carefully consider the best interests of the association to make a decision that would likely affect ACRL for years to come. If the change was approved, a careful communication plan would be needed to educate the members to think in the same big picture terms as the Board.
- At the least, one Board member suggested, the Board could make its best case, do the comparative work with other Divisions and associations, research the association best practice information and consider the long-term picture. An education and communication effort parallel to that from ACRL's last dues increase vote can be used. The Board can put the proposal out for the membership, see what happens, and learn from the experience. It would be a good faith effort regardless of the membership's ultimate vote.
- It was also noted that at least two other ALA Divisions currently use this sort of dues increase process.

- One Board member was also concerned about the timing, coming at the end of the implementation of the last ACRL dues increase from several years ago and as ALA implements a multi-year increase, she would rather the association wait to discuss this until there was at least one year to get a little distance from the ACRL increase.
- Davis stated that if the Board were to take its first vote in favor of the revised Bylaws language, she would like a working group assigned to work on the communication plan with her. She noted that the development and implementation of the communication plan for the last dues increase took a great deal of work by staff and member leaders.

At least two Board members' assigned Section's Executive Committee meetings had not taken place at the conference yet, and all agreed that it would be a good idea to see what other feedback they get from members during the conference.

The Board decided to delay consideration of this item until Board II, where it intended to consider the motion with the proposed revised language.

### 10.3 Interest Group Structure (Documents 6.3 & 6.3a-6.3c)

*Recommended Motion:* That the ACRL Board of Directors approve the first of two required votes to place the following Bylaws revisions on the 2008 ballot for a membership vote.

#### Article IV: Membership and Dues

**Section 2. Rights.** Every personal member of the Association has the right to vote, to hold any association-wide office, and/or to serve on committees. **Personal members may elect membership in three Communities of Practice (with a maximum of 2 sections). Additional groups may be added at additional cost.** Every personal member of a given ~~section~~Community of Practice has the right to vote, to hold any office, and/or to serve on committees in that ~~section~~Community. Organizational members shall receive those publications given as prerequisites of membership to personal members.

~~Section 4. Sections. With payment of the Association's annual dues, personal members may elect membership in two sections. Other sections may be selected at additional cost.~~

#### Article XII: Meetings

~~Section 2. Section meetings. Meetings of the sections shall be held in accordance with the Section's bylaws at the time and place of the annual conference of the American Library Association. Other meetings may be called by the chair or other controlling agency of the section.~~

#### Article XIII: Elections

**Section 1. Right to vote.** All personal members of the Association shall be eligible to vote on the elective positions of the Association. Only personal members affiliated with a ~~section~~Community of Practice shall vote for its officers.

**Section 2. Elections.** a) Association. Elections to elective positions for the Association as a whole shall be held in accordance with ALA bylaws and procedures. The candidate receiving the largest number of votes shall be elected. In the case of a tie vote, the successful candidate shall be determined by lot.  
b) ~~Sections~~Communities of Practice. Election to elective positions for ~~sections~~Communities of Practice shall be made as each determines. The election of officers shall be reported in writing to the executive director.

**Article XIV: Chapters, Sections, Discussion Groups, & Committees**

~~Chapters, sections, and discussion groups of the Association may be organized and committees may be authorized as necessary by the Board of Directors.~~

**Article XVI: Sections**

~~**Section 1. Establishment.** Any group of 25 or more members of the Association, representing a field of activity in general distinct from those of the existing sections and within the scope of the Association's field of interest, may organize a section upon receiving approval from the Board of Directors. Sections shall be composed only of Association members.~~

~~**Section 2. Bylaws.** Each section shall propose its own bylaws for the approval of the Board of Directors.~~

~~**Section 3. ACRL Sections Council.** The ACRL Sections Council shall consist of the chair and vice-chair of each ACRL section.~~

~~**Section 4. Dissolution.** A section may be dissolved at its request by the Board of Directors of the Association and shall be so dissolved if it becomes inactive or fails to comply with the provisions of this article.~~

~~**Section 5. Directors-at-large candidates.** The ACRL Sections Council, excluding the chairs and vice-chairs of the three types of library sections, shall nominate candidates to fill two (2) directors-at-large positions on the Association's Board of Directors.~~

**Article XVII: Discussion groups**

~~**Section 1. Establishment.** Any group of ten or more members of the Association interested in discussing common concerns that fall within the objectives of the Association, but are not within the responsibility of a single section, may form a discussion group upon written petition from the group and upon approval of the Board of Directors.~~

~~**Section 2. Members.** Membership in a discussion group shall be open to members of the Association who are interested in the purpose of the group.~~

~~**Section 3. Leadership.** Each group shall annually appoint a leader and other positions as appropriate. In addition to the regular duties of the office, the leader shall insure that the group's activities are limited to discussion of common concerns within the purpose of the group and that the Association's bylaws are observed by the group.~~

~~**Section 4. Dissolution.** A discussion group may be dissolved at its request by the Board of Directors of the Association and shall be so dissolved if it becomes inactive (as evident by failure to meet at three consecutive ALA conferences) or fails to comply with the provisions of this article.~~

**Article XV: Communities of Practice.**

The Board shall be authorized to establish Communities of Practice, to monitor their activities, and determine their continuance in consultation with the respective groups. The names of such groups shall be as determined by the Board in consultation with the group. The groups may use the descriptor discussion group, section, interest group, or such other name as the Board, in consultation with the

group, determines. The Board shall also be entitled to establish policies to govern the activities of Communities of Practice.

**Section 1. Authorization.** Groups to facilitate discussion and exploration of common professional concerns that fall within the objectives of the Association shall be authorized by action of the Board of Directors in a manner provided for in the *ACRL Guide to Policies and Procedures*.

**Section 2. Members.** Membership in Communities of Practice shall be open to members of the Association who are interested in the purpose of the groups, subject to the provisions in Article IV, Section 2.

**Section 3. Governing Procedures.** Each Community of Practice shall establish written procedures related to its function and governance that shall be adopted by the membership of the group. A current copy shall be provided to the Executive Director.

**Section 4. ACRL Communities of Practice Assembly.** The Assembly shall consist of the chairs and vice-chairs of each Community of Practice, excluding discussion groups. The function of this assembly is to facilitate the exchange of ideas among the various Communities of Practice.

**Section 5. Discontinuance.** A Community of Practice may be dissolved by the Board of Directors at the request of the group. It may also be dissolved by a two-thirds vote of the Board if the group is determined by the Board to be inactive or ineffective or if drops below a minimum membership size determined by the Board in consultation with the group.

*Discussion:* This proposal has been reviewed by ALA's parliamentarian, Eli Mina, who supports the language presented in this recommended action. Sections seemed generally favorable, with comments including:

- A desire for Sections to review proposed new units for overlap with their current missions.
- That there were not enough implementation details worked out, such as the criteria for establishment or renewal of Interest Groups, how the Board will decide that a new unit makes the best sense as a Section, and the proposed formula for funding Interest Groups versus Sections.
- Timing was also a concern; with Interest Groups being renewed on an anniversary basis, how would correlate with when members wanted to join a new Interest Group.
- There was some concern about the creation of more isolated "silos" within ACRL.
- Interest Groups could be a great place for hot topics to have homes for a time limited to their usefulness and relevance.

With the same reasoning as in item 10.2 above regarding Section Executive Committees that had not yet met at the conference yet, and to seek other feedback from members during the conference, the Board decided to delay consideration of this item until Board II.

#### **10.4 Leadership Recruitment and Nomination Process Revisions**

*Discussion:* A Bylaws revision to centralize Board candidate nominations under the Leadership Recruitment and Nomination Committee, including input from all current stakeholders, including CLS, CJCLS, ULS, Sections Council, and Chapters Council, and to add elements of a knowledge-based Board member selection process had been under consideration earlier in the year. At the 2007 Midwinter Meeting, the proposal was not well-received. The current proposal under consideration would limit the changes to those allowed within the current Bylaws, eliminating consideration for now of the knowledge-based ideas and is seen as a transitional compromise. Feedback from members had been quite positive.

This process would roll out with the 2009 election, so an implementation plan to communicate with the affected Sections would be needed by August. It should be structured as a 3-year pilot program. Staff will verify by Board II that 3 years would allow cover the full range of candidate origins, from the 3 type-of-library Sections and the Sections and Chapters Councils. Director-at-Large Lori Goetsch volunteered to work with Davis and Associate Director Mary Jane Petrowski to define the needed process pieces after conference and will work with Todaro on plans for the assessment of the pilot.

A motion would be written during the conference and considered at Board II.

#### **10.5 Annual Conference Programming Recommendations (Documents 6.5 & 6.5a)**

*Motion:* That the ACRL Board of Directors approve the following recommendations:

1. Eliminate Board approval from the conference programs planning process. Program approval has been part of the consent agenda with no real review by the Board.
2. Assign coordination of conference programs planning to the Professional Development Coordinating Council. This role would include approval of program proposals and funding requests. Charge PDCC with taking an active role in this process, suggesting known areas of need and topics that advance the strategic plan to sections and committees. The Chair of PDCC could also chair conference programs planning or could assign a subcommittee to this role. The President Elect should consult with PDCC to see if they need additional members to take on conference programs planning responsibilities. At least some members of PDCC should have program planning experience in order to adequately fulfill this charge. We believe that this central review will be an active replacement for the review process that members thought the Board was performing. We believe that PDCC can work well with Sections and Committees to ensure vibrant programming that is of interest to the many diverse and specialized groups within ACRL. This central review will help to ensure variety, quality, and a manageable number of offerings. PDCC should monitor attendance, costs, and program evaluations to determine an optimum number of offerings. The following sentence (or similar text) should be added to the PDCC charge: To manage the solicitation, application, selection and funding process for annual conference programs.
3. Charge PDCC with investigating ways to consider and accommodate program ideas that arise from alternative venues, outside of the Sections or Committees; such as proposals from individuals.
4. The Board should consider giving PDCC some oversight of or input to the menu of online offerings. This will make coordination of all ACRL professional development programs more complete.
5. Have ACRL staff add to training for Section and Committees chairs and program planners information explaining which groups can do programming of different sorts; what the differences are between big programs, discussions, panels, and posters; which are annual, bi-annual, and semi-annual; how these should match with the strategic planning goals and areas for professional development; how to determine timely topics, etc. Ensure that Sections and Committees understand there are alternative and less formal mechanisms for networking and professional development at conferences (poster sessions, brown bag table discussions, etc.) Inform discussion groups of the ALA policy that prohibits discussion groups from holding programs but allows interest groups to hold programs. Some discussion groups may want to consider converting to interest groups.

6. As part of this training, ensure Section and Committee chairs know that programs are not required annually. Some groups may want to sponsor programs every other year; perhaps alternating with the ACRL National Conference.
7. Direct PDCC to increase the funding to groups who jointly plan and sponsor a single program (not an additional program, where one group lends their name as a sponsor). Provide slightly more funds than would be allocated to the two programs individually in first two years as incentive for groups to follow this approach.
8. Allow program planners to submit requests for honoraria that exceed the present limit and consider these on a case-by-case basis. ACRL staff should periodically review the honoraria limit to ensure it's in alignment with typical speaker fees.
9. Ask ACRL staff to investigate new pricing models for providing online education. For example, Academic Impressions sells programs with affordable institutional pricing, rather than individual pricing. We recognize that any proposed models must be in alignment with ALA policies.
10. Create a mechanism for conference program planners to work with ACRL staff to judge the viability of reproducing a program as an online offering. Educate members as to why online offerings cannot be free. Explore options for allowing Sections to front the cost of an online program for all interested members of the Section.
11. Have ACRL staff develop a standard program proposal document that requires planners to include outcomes or impact statements; and a standard evaluation form that all approved programs will use. This will allow for better comparison of attendee satisfaction.

*Discussion:* Director-at-Large and working group chair Karen Williams reviewed the working group's charge and outlined its extensive efforts to gather input from ACRL members and units. She noted that the recommended process would significantly expand the role the Professional Development Coordinating Committee (PDCC) played in Annual Conference programming.

Goals for this review of the process included improving the quality of the programs offered by ACRL units, encouraging units to collaborate on more ambitious programs, and to ensure that the program content was timely and relevant. Some past vice-presidents have also not felt that their role in the process was a good use of their time. Past-President Camila Alire noted that coming into the process fresh from having chaired an ACRL National Conference, she had expected discussion of program content but found that ACRL currently uses no vetting process. Conversely, Todaro related her experiences forming four partnerships among program planners and helping to find speakers for two programs.

There was also discussion in favor of adding a refereed track of some sort.

It was stressed that the responsibility to allocate funding would require especially careful consideration of appointees to chair the PDCC. It was suggested that this might be a good role for past Board members.

Staff reported that the PDCC discussed the recommendations extensively at its meeting earlier that day and was very supportive, although worried about the workload.

It was clarified that all programs should come through this process, even if funded by a Section. Additionally, the word "selection" in recommendation #2 was emphasized in response to a question about whether the PDCC would actually have the authority to decline a program proposal, as there remains an erroneous belief that a Section or committee is entitled to a having a program without approval.

The Board would like to thank the working group for its long and hard work on this issue, and for its extensive efforts to seek the input and experience of ACRL's members.

The Board concluded its discussion by amending the motion to add a requirement for a report from the PDCC by the 2008 Annual Conference recommending the implementation process for a refereed track for the 2010 Annual Conference.

*Action:* The ACRL Board of Directors approved the following recommendations for implementation by the Professional Development Coordinating Committee (PDCC) for the 2009 Annual Conference.

1. Eliminate Board approval from the conference programs planning process. Program approval has been part of the consent agenda with no real review by the Board.
2. Assign coordination of conference programs planning to the Professional Development Coordinating Council. This role would include approval of program proposals and funding requests. Charge PDCC with taking an active role in this process, suggesting known areas of need and topics that advance the strategic plan to sections and committees. The Chair of PDCC could also chair conference programs planning or could assign a subcommittee to this role. The President Elect should consult with PDCC to see if they need additional members to take on conference programs planning responsibilities. At least some members of PDCC should have program planning experience in order to adequately fulfill this charge. We believe that this central review will be an active replacement for the review process that members thought the Board was performing. We believe that PDCC can work well with Sections and Committees to ensure vibrant programming that is of interest to the many diverse and specialized groups within ACRL. This central review will help to ensure variety, quality, and a manageable number of offerings. PDCC should monitor attendance, costs, and program evaluations to determine an optimum number of offerings. The following sentence (or similar text) should be added to the PDCC charge: To manage the solicitation, application, selection and funding process for annual conference programs.
3. Charge PDCC with investigating ways to consider and accommodate program ideas that arise from alternative venues, outside of the Sections or Committees; such as proposals from individuals.
4. The Board should consider giving PDCC some oversight of or input to the menu of online offerings. This will make coordination of all ACRL professional development programs more complete.
5. Have ACRL staff add to training for Section and Committees chairs and program planners information explaining which groups can do programming of different sorts; what the differences are between big programs, discussions, panels, and posters; which are annual, bi-annual, and semi-annual; how these should match with the strategic planning goals and areas for professional development; how to determine timely topics, etc. Ensure that Sections and Committees understand there are alternative and less formal mechanisms for networking and professional development at conferences (poster sessions, brown bag table discussions, etc.) Inform discussion groups of the ALA policy that prohibits discussion groups from holding programs but allows interest groups to hold programs. Some discussion groups may want to consider converting to interest groups.
6. As part of this training, ensure Section and Committee chairs know that programs are not required annually. Some groups may want to sponsor programs every other year; perhaps alternating with the ACRL National Conference.
7. Direct PDCC to increase the funding to groups who jointly plan and sponsor a single program (not an additional program, where one group lends their name as a sponsor). Provide slightly more funds than would be allocated to the two programs individually in first two years as incentive for groups to follow this approach.
8. Allow program planners to submit requests for honoraria that exceed the present limit and consider these on a case-by-case basis. ACRL staff should periodically review the honoraria limit to ensure it's in alignment with typical speaker fees.
9. Ask ACRL staff to investigate new pricing models for providing online education. For example, Academic Impressions sells programs with affordable institutional pricing, rather than individual pricing. We recognize that any proposed models must be in alignment with ALA policies.

10. Create a mechanism for conference program planners to work with ACRL staff to judge the viability of reproducing a program as an online offering. Educate members as to why online offerings cannot be free. Explore options for allowing Sections to front the cost of an online program for all interested members of the Section.
11. Have ACRL staff develop a standard program proposal document that requires planners to include outcomes or impact statements; and a standard evaluation form that all approved programs will use. This will allow for better comparison of attendee satisfaction.

The Board would like the PDCC to report back to the Board no later than the 2008 Annual Conference with recommendations for the implementation of a tracked refereed program selection process for the 2010 Annual Conference, from which only the Presidents Program will be exempt. The Board would also like to receive an annual report from the PDCC.

#### **11.0 Academic/Research Librarian of the Year Award Frequency and Presentation (Document 7.0)**

Motion: That the ACRL Board of Directors approve:

- The continuance of conferring the award to the winner of the Academic/ Research Librarian of the Year award during the ACRL National Conference,
- The change of the award from an annual award to a biennial award,
- The change of the name of the award from Academic/Research Librarian of the Year, to, the (YEAR) Academic/ Research Librarian of the Year;
- And directs the ACRL staff to explore with the award sponsor the possibility making 2 enhancements to the Award:
  1. Increase the award amount
  2. Host a dinner for the winner, immediate family, and representatives from the sponsor and from ACRL.

*Discussion:* Working group chair Frances Maloy reported that YBP, the sponsor for this award, was very happy with the outcome of the reception at the booth at National Conference with 2007 award winner Betsy Wilson. Board members remain concerned that making the award biennial will suggest that there aren't enough outstanding academic and research librarians to present it every year, but they were very happy with the results of the presentation at the recent National Conference and supported it. Other thought that it might instead increase the prestige and publicity for the winner. The working group had also considered ways to make the award every year, but only present it at the National Conference every other year and decided against recommending it.

The process piece will be considered by the Board at a meeting in the near future, including the committee composition and the number of years applicants remain in the pool.

*Action:* The ACRL Board of Directors approved:

- The continuance of conferring the award to the winner of the Academic/ Research Librarian of the
- Year award during the ACRL National Conference,
- The change of the award from an annual award to a biennial award,
- The change of the name of the award from Academic/Research Librarian of the Year, to, the (YEAR) Academic/ Research Librarian of the Year;
- And directs the ACRL staff to explore with the award sponsor the possibility making 2 enhancements to the Award:
  1. Increase the award amount
  2. Host a dinner for the winner, immediate family, and representatives from the sponsor and from ACRL.

**Strategic Area: The Profession**

## **12.0 Library Support Staff Certification Project Update (Document 8.0)**

*Motion:* That the ACRL Board of Directors:

1. Reaffirm ACRL's support for the ALA-APA Library Support Staff Certification Project Task Force's process.
2. That the ACRL President appoint or reappoint a representative of the Division.
3. Authorize financial support for the ACRL representative to participate in a two day retreat in Spring 2008 and possibly one night's extra lodging prior to the 2008 Midwinter Meeting, for the representative to attend a task force meeting all day on Thursday before the meeting begins.

*Discussion:* ACRL's representative to the ALA-APA Library Support Staff Certification Project Task Force, David Dowell, was present and reported that the funding requested in the proposed action would not be needed, as the IMLS grant the task force had applied for was awarded. Todaro would decide whether to reappoint Dowell as ACRL's representative or to appoint someone else and notify Dowell following the conference. The Board expressed its strong support for continuing with this project.

## **Strategic Area: Higher Education and Research**

### **13.0 Council of Liaisons**

#### **13.1 Proposed Organizations (Document 9.0)**

Maloy, also chair of the Council of Liaisons, reviewed the process used to select organizations with which ACRL establishes informal liaison relationships.

##### **13.1.1 American Anthropological Association (AAA) (Document 9.1)**

*Motion:* That the ACRL Board of Directors approve the establishment of a liaison relationship with the American Anthropological Association.

*Discussion:* ANSS proposed this organization and already has members serving on AAA committees. AAA has also sought out the input of librarians when appropriate.

*Action:* The ACRL Board of Directors approved the establishment of a liaison relationship with the American Anthropological Association.

##### **13.1.2 American Association of University Professors (AAUP) (Document 9.2)**

*Motion:* That the ACRL Board of Directors approve the establishment of a liaison relationship with the American Association of University Professors.

*Discussion:* There was some concern about the legality of having any relationship with AAUP, given the union nature of AAUP, but the Board was reminded that ACRL is not sending an official representative, just a mutual unofficial liaison relationship.

*Action:* The ACRL Board of Directors approved the establishment of a liaison relationship with the American Association of University Professors.

##### **13.1.3 American Council of Learned Societies (ACLS) (Document 9.3)**

*Motion:* That the ACRL Board of Directors approve the establishment of a liaison relationship with the American Council of Learned Societies.

*Discussion:* ACLS was proposed by the Scholarly Communication Committee. To join ACLS, ACRL would have to apply for membership and pay \$1,000 in annual dues. Maloy suggested that the Executive Director be the liaison to this organization, as it fits the model of the other higher ed organizations that she already works with.

*Action:* The ACRL Board of Directors approved the establishment of a liaison relationship with the American Council of Learned Societies.

**13.1.4 American Sociological Association (ASA) (Document 9.4)**

*Motion:* That the ACRL Board of Directors approve the establishment of a liaison relationship with the American Sociological Association.

*Discussion:* ANSS proposed ASA as a liaison organization. There is a shared concern about scholarly communication issues and the Scholarly Communication Committee has also unofficially endorsed this liaison relationship. ASA has been very receptive of librarians in the past.

*Action:* The ACRL Board of Directors approved the establishment of a liaison relationship with the American Sociological Association.

**13.1.5 Association for Educational Communications and Technology (AECT) (Document 9.5)**

*Motion:* That the ACRL Board of Directors approve the establishment of a liaison relationship with the Association for Educational Communications and Technology.

*Discussion:* A liaison relationship with AECT was proposed by EBSS. It was noted that they use ACRL's standards along with those of others, so they are already aware of ACRL's work. A Board member added the point that a number of libraries include technology pieces in their programs and was enthusiastic about the prospect of a relationship with AECT.

*Action:* The ACRL Board of Directors approved the establishment of a liaison relationship with the Association for Educational Communications and Technology.

**13.1.6 Hispanic Association of Colleges and Universities (HACU) (Document 9.6)**

The Council of Liaisons was unable to complete an application for HACU, but Maloy noted the importance of ensuring that ACRL includes organizations inclusive of diversity in the future.

**13.1.7 National Association for Equal Opportunity in Higher Education (NAFEO) (Document 9.7)**

An application for NAFEO was not completed, but AFAS will be discussing the prospects for a liaison relationship with them at their meeting at conference. AFAS is likely to propose one or two organizations for the future.

**13.1.8 Society for Information Technology and Teacher Education (SITE) (Document 9.8)**

*Motion:* That the ACRL Board of Directors approve the establishment of a liaison relationship with the Society for Information Technology and Teacher Education.

*Discussion:* SITE approached EBSS wanting librarian input for scholarly information literacy and copyright input. It is made up primarily of academics who work preparing teachers. SITE also recently invited 2 EBSS speakers to a recent conference and added a new conference track on information literacy, which opened the door for several other librarians.

*Action:* The ACRL Board of Directors approved the establishment of a liaison relationship with the Society for Information Technology and Teacher Education.

**13.2 Board Expectations for Liaison Reports and Criteria for Evaluation and Reappointment (Documents 10.0 & 10.0a-10.0d)**

The Board did not have time to address this item and planned to bring it back for discussion at Board II.

**14.0 New Business**

There was no new business.

*The Board adjourned to Executive Session at 5:07 p.m.*

**15.0 Performance Review of Executive Director**

The Board reviewed the performance of the Executive Director.

The meeting was adjourned at 5:40 p.m.

**Association of College and Research Libraries**  
***Board of Directors Meeting II***  
Annual Conference  
Tuesday, June 26, 2007  
1:30 –4:30 p.m.  
Hilton Washington, Jefferson West Room  
Washington, D.C.

**Annual Conference Board Meeting II Minutes**

**Attendees:**

*Board Members:* Pam Snelson, Julie Todaro, Camila Alire, Susan Kroll, Tyrone Cannon, Mary Ellen Davis, Nancy Allen, Janis Bandelin, Mary Carr, Lori Goetsch, Lynne King, Debbie Malone, Dorothy Washington, and Karen Williams.

*Visitors:* Lynne Bradley, Molly Fogarty, Michael LaCroix, Erika Linke, Locke Morrisey, Bill Nelson, and Tara Olivero.

*Staff:* Margot Sutton Conahan, David Connolly, Kathryn Deiss, Kara Malenfant, Stephanie Orphan, and Mary Jane Petrowski.

**16.0 Call to Order**

The Board meeting was called to order at 1:31 p.m.

**17.0 Opening Remarks**

**17.1 Board I Executive Session Report of Actions**

Snelson reported that the Board's only activity during the closed executive session at the end of the first Board meeting was discussion of the Executive Director's performance review.

**18.0 Adoption of the Agenda II**

*Action:* The Board adopted the agenda as proposed.

**19.0 Strategic Mega-Issue: Assessment (Document 21.0)**

The Board discussed the issue of assessment, the mega-issue selected for this meeting. This discussion focused not on the assessment of ACRL's activities, but rather on members' use of assessment on their campuses. Key questions included "What *can* ACRL do to help members in this area?" and "What *should* ACRL do to help members in this area?"

The timeliness of this issue was noted, as it had been clear during the previous day's ACRL President's Program, featuring provosts' perspective of their libraries, that assessment was an important issue on campuses, measured in a variety of ways and for several purposes. Libraries are being asked to demonstrate concretely the added value they bring to student learning at their institution. They are also being urged to show how their funding requests connect to the bigger picture on campus. Because each campus' assessment needs can be somewhat unique, due to differing accrediting agency requirements, for example, ACRL's role in supporting assessment would need to focus on principles and practices.

It was suggested that this could be the kind of area to encourage the development of one of the proposed Interest Groups around, to begin identifying some members who are experts in assessment. A first step could be to set up a Web guide with links to existing tools. In the short run, a task force could be charged to address the first 3 bullets from Nancy Allen's email shown in document 21.0. These suggested tasks are:

- Producing a workshop that can be offered online and repeated.
- Creating a "pathfinder" or overall guide to assessment that can be posted on the ACRL website. It would identify assessment services, experts and consultants, published guides and resources, online tutorials, and basic assessment information.
- Creating a consultants and speaker's bureau listing in this area.

Another approach could be the establishment of a new standing committee to work on both short-term and long-term efforts. The success of the recent ACRL/LAMA task force on building design standards was mentioned as an example of the power of a short-term group with a specific, targeted charge. The possibility of spending some money to provide an online intermediate or advanced course in assessment as a free member benefit was also floated. Regardless of the approach, the Board generally agreed that the issue was timely and the need urgent, so some action should be started soon.

The Board discussed the need to perform a needs and resources assessment first, to determine what ACRL members might already have accomplished in the area of assessment tools and resources that could be harnessed and built on. The work that the ACRL Institute for Information Literacy (IIL) and any other academic library groups have done to include information literacy questions on the Community College Survey of Student Engagement (CCSSE) and National Survey of Student Engagement (NSSE) should also be included in any assessment. It is imperative that assessment efforts tie back to the language used by provosts and accrediting agencies. As one Board member put it, "To get credibility, we need to play the game their way."

There could be other groups willing and useful for ACRL to collaborate with on assessment issues, who could be struggling in the same way, such as the Library Administration and Management Association (LAMA).

A small working group of the Board will develop a charge and task list for a task force to propose strategies for ACRL to best contribute and help its members address their assessment skills needs for use at their institutions, whether in applying the Standards for Libraries in Higher Education, completing an accreditation cycle, or to make the case to their own administrations. The working group should complete its work by August 15th, for the Board to vote on the task force's establishment virtually (by email) before the end of summer.

## **20.0 Councilor's Report**

Cannon reported that a letter to the U.S. Government Printing Office (GPO) that ACRL had worked on with the ALA Washington Office and the ALA Government Documents Round Table (GODORT) as a compromise of their positions on a shared regional depository libraries issue was discussed extensively by ALA Council and was not approved. ACRL Government Relations/Scholarly Communication Specialist Kara Malenfant stated that ALA Director of the Office of Government Relations Lynne Bradley contacted her and reported that GODORT had not felt adequately represented in the proposed consensus letter and effectively lobbied during the discussion at Council to oppose the letter. This was a surprise to Malenfant, ACRL Director-at-Large Lori Goetsch, and others involved in the development of the consensus letter, who thought agreement had been reached on a letter that would adequately represent the perspective of all parties.

This issue will be discussed further later in the agenda when Bradley presents an update from the Washington Office. The Board noted that ACRL was prepared to send its own letter if agreement couldn't be reached with GODORT on a final consensus ALA statement.

## 21.0 Consent Agenda

[In order to allocate more Board time to the matters of highest priority, it is recommended that we develop a consent agenda for more routine matters on which there is little perceived need for debate or on which more meaningful debate will take place in other forums and need not be repeated in the Board's discussions. We will act on these items as a group. **Any item may be removed** from the consent agenda if **any member** of the Board of Directors requests separate consideration of the item.]

The following items are placed on the consent agenda.

### **Strategic Area: The Profession**

#### **21.1 2008 ALA Annual Conference Programs (Document 11.1)**

*Motion:* That the ACRL Board of Directors approve the proposed slate of ACRL programs for delivery at the 2008 ALA Annual Conference.

#### **21.2 2008 President's Program Video Recording Funding (Document 11.8)**

*Motion:* That the ACRL Board of Directors approve the request to video-record and make available online the 2008 ACRL's President's Program. Up to \$6,000 can be drawn from the funding for strategic initiatives in the FY08 budget to cover the expense of video-recording of the ACRL President's Program at the 2008 Annual Conference and conversion to digital format for posting on the ACRL web site.

Tasks proposed included:

- Secure appropriate permissions from the ACRL President's Program presenters to video-record the program
- Video-record the ACRL President's Program at the 2008 ALA Annual Conference in Anaheim
- Work with audio-visual team to convert the video into digital format for posting on the ACRL web site
- Post the digital video file to the ACRL President's (or President's Program page) along with supporting materials
- Promote the availability of the online video, including an e-mail blast to ACRL members

### **Strategic Area: Higher Education and Research**

#### **21.3 Standards for Proficiencies for Instruction Librarians and Coordinators of Instruction Programs (Document 11.2)**

*Motion:* That the ACRL Board of Directors approve the new "Standards for Proficiencies for Instruction Librarians and Coordinators of Instruction Programs."

#### **21.4 Research Competency Guidelines for Literature in English (Document 11.3)**

*Motion:* That the ACRL Board of Directors approve the revised "Research Competency Guidelines for Literatures in English."

#### **21.5 Standards for Faculty Status of College and University Librarians (Document 11.4)**

*Motion:* That the ACRL Board of Directors approve the revised "Standards for Faculty Status of College and University Librarians."

#### **21.6 Reaffirmation of "Statement on the Certification & Licensing of Academic Librarians" (Document 11.5)**

*Motion:* That the ACRL Board of Directors reaffirm the "Statement on the Certification & Licensing of Academic Librarians."

**21.7 Reaffirmation of “Statement on the Terminal Professional Degree for Academic Librarians” (Document 11.6)**

*Motion:* That the ACRL Board of Directors reaffirm the “Statement on the Terminal Professional Degree for Academic Librarians.”

**21.8 Reaffirmation of “Joint Statement on Faculty Status of College and University Librarians (Document 11.7)**

*Motion:* That the ACRL Board of Directors reaffirm the “Joint Statement on Faculty Status of College and University Librarians.”

**21.9 Revision of Tipsheet #4: Developing Subject- Specific Information Literacy Standards (Document 11.9)**

*Motion:* That the ACRL Board of Directors approve revisions for Tipsheet #4: Developing Subject-Specific Information Literacy Standards.

**21.10 Endorsement of ALA Letter to GPO re: Guidelines for Establishing Shared Regional Depository Libraries (Document 11.10)**

*Motion:* The ACRL Board of Directors, under the signature of the Association’s President, endorses the ALA response to the draft GPO Guidelines for Establishing Shared Regional Depository Libraries.

**21.11 Response to Board Requests Regarding Recommendations of the Friends of ACRL Review Task Force**

**21.11.1 Colleagues Committee Charge Revision (Document 11.11)**

*Motion:* That the ACRL Board of Directors approve the following revised charge for the ACRL Colleagues Committee:

To raise funds in support of the ACRL National Conference. It accomplishes this goal by:

Specific tasks:

- Seeking out, developing, and nurturing relationships and sponsorship opportunities with private sector companies, corporations, agencies, organizations, and groups interested in supporting ACRL’s mission and mission-related activities.
2. Conducting stewardship activities that involve Colleagues in ACRL's programs and projects.
3. Communicating the results of its fundraising efforts with the Friends Fund subcommittee, the Budget and Finance Committee, the ACRL Executive Director, and the ALA Development Office.

**21.11.2 Friends Fund Subcommittee Charge Revision (Document 11.12)**

*Motion:* That the ACRL Board of Directors approved the following revised charge for the ACRL Friends Fund Subcommittee:

To raise funds in support of ACRL initiatives that are not otherwise funded by ACRL operating funds. It accomplishes his goal by:

Specific tasks:

1. Working with the Budget and Finance Committee to ascertain and articulate the ACRL Board's annual fundraising goals and objectives.
2. Seeking out, developing, and nurturing relationships with individuals, with a particular emphasis on ACRL membership.
3. Developing and managing mechanisms for Friends donor recognition and acknowledgment.
4. Communicating its fundraising progress to the Colleagues Committee and the ACRL Budget and Finance Committee and the ACRL Executive Director.

**21.11.3 Establishment of the Friends Fund Disbursement Subcommittee (Document 11.13)**

*Motion:* That the ACRL Board of Directors approve the establishment of the Friends Fund Disbursement Subcommittee of the ACRL Budget and Finance Committee with the following charge:

To review requests for funding from Friends donations and recommend to the ACRL Budget & Finance Committee which requests should be funded. Funding decisions will be based on the goals and objectives set by the Board and ACRL's Strategic Plan.

*Discussion:* There were requests to remove two items from the consent agenda: that item 21.10, Endorsement of ALA Letter to GPO re: Guidelines for Establishing Shared Regional Depository Libraries, be placed on the agenda after item 28.0, when ALA Director of the Office of Government Relations Lynne Bradley will be present, and that item 21.2, 2008 President's Program Video Recording Funding, be removed for open consideration and discussion. It was placed on the agenda after agenda item 30.0.

*Action:* The ACRL Board of Directors approved the consent agenda, as revised.

**Strategic Area: Higher Education and Research**

**22.0 Scholarly Communication**

**22.1 2007 Scholarly Communication Agenda (Document 12.1)**

*Motion:* That the ACRL Board of Directors approve the 2007-08 Scholarly Communication Agenda.

*Discussion:* It was noted that document 12.1, distributed as a draft scholarly communication agenda, was now recommended by the ACRL Scholarly Communications Committee without any further changes. Malenfant also stated that the committee was moving ahead with plans to hold a research meeting in July 2007. A paper is expected to be released following the meeting with results of the meeting.

*Action:* The ACRL Board of Directors approved the 2007-08 Scholarly Communication Agenda.

**22.2 Board Update (Document 12.2)**

### **22.3 Friends Scholarships for Scholarly Communications Institute (Document 12.3)**

These items were for information only and were not discussed at the meeting.

### **23.0 ALA “Principles for Digital Content” Endorsement (Document 13.0)**

*Motion:* That the ACRL Board of Directors endorse the Principles for Digital Content.

*Discussion:* It was noted that the ALA Council had already approved the principles at its meeting earlier in the day, but that the ACRL Board could still endorse them as a supportive measure and likely still be listed on the document as an endorser.

*Action:* The ACRL Board of Directors endorsed the Principles for Digital Content.

### **24.0 Board Expectations for Liaison Reports and Criteria for Evaluation and Reappointment (Documents 10.0 & 10.0a-10.0d)**

The ACRL Council of Liaisons sought the Board’s feedback regarding what it would like to see in reports from the liaisons, particularly concerning their use when the Board considers reappointment for liaisons. The Council suggested the use of a modified version of the ACRL Strategic Initiative Action Plan Report Form as a uniform reporting mechanism. Liaisons could complete this form once each year, with September suggested as a standing reporting period. There was some discussion with how this would fit in with the narrative reports they submit following each time they attend a meeting of their liaison organization.

The Board concluded that it would like Liaisons to complete a form that would combine the narrative aspect of the current reports with the structure of the ACRL Strategic Plan used in the ACRL Action Plan Report form.

It was noted that there was already a process for a form created before the existence of action plans that has not been followed, but that if the liaisons were willing to use the action plan form at least they would be following a regular process. The key is getting liaisons to include outcomes in their reports, tying their activities and the progress made connecting ACRL with other higher education organizations into the framework of the ACRL Strategic Plan.

There was some discussion that this was a discussion of process that the Board should not involve themselves in without good reason. Further comments should be directed to the chair of the Council of Liaisons and staff should work with the unit to ensure compliance with the Board’s desire to tie activities to the Strategic Plan.

### **Strategic Area: The Association**

#### **25.0 Structure and Bylaws Revisions Carried Over from Board I**

##### **25.1 Leadership Recruitment and Nomination Process Revision (Document 14.0)**

*Action:* That the ACRL Board of Directors approve the following revisions to the Leadership Recruitment and Nomination process for selecting candidates for the ACRL Board of Directors.

1. Change the composition of the Leadership Recruitment and Nomination Committee for a four-year pilot period beginning with the 2009 election cycle. The committee will be composed of the Chair (the previous year’s vice-chair), vice-chair (appointed by the ACRL vice-president/president-elect), one member from the University Libraries Section, one member from the College Libraries Section, one member from Community and Junior College Libraries Section, one member from Section Council, one member from Chapters Council and one at-large member. The type-of-library Sections and the two Councils would each determine the process for naming their LRNC member. The vice-president/president-elect of ACRL would appoint the at-large member. Terms of the LRNC would be staggered to ensure continuity on the committee. The ACRL Board will appoint a task force to begin an assessment of the pilot in Year 3.

2. Revise the charge of the LRNC. The current charge reads:

**Charge:** Identify and assess a diverse pool of potential candidates, and select nominees for ACRL Vice- President/President-Elect, ACRL representative on the ALA Council (as necessary), and Director-at-Large (as necessary). Report to the Board of Directors annually on composition of the candidate pool.

The new charge would read:

**Charge:** Identify and assess a diverse pool of potential candidates, and select nominees for ACRL Vice- President/President-Elect, ACRL representative on the ALA Council (as necessary), and Directors-at-Large. Ensure that candidates are nominated in accordance with the ACRL Bylaws. Report to the Board of Directors annually on composition of the candidate pool.

*Discussion:* This document formalizes the discussion the Board had at its Saturday meeting and comes with the 2 recommendations shown above. The proposed revisions to the Leadership Recruitment and Nomination structure and process had been discussed with Sections and Chapters throughout the conference, and their Board liaisons stated that all seemed okay with it.

*Action:* The ACRL Board of Directors approved the following revisions to the Leadership Recruitment and Nomination process for selecting candidates for the ACRL Board of Directors.

1. Change the composition of the Leadership Recruitment and Nomination Committee for a four-year pilot period beginning with the 2009 election cycle. The committee will be composed of the Chair (the previous year's vice-chair), vice-chair (appointed by the ACRL vice-president/president-elect), one member from the University Libraries Section, one member from the College Libraries Section, one member from Community and Junior College Libraries Section, one member from Section Council, one member from Chapters Council and one at-large member. The type-of-library Sections and the two Councils would each determine the process for naming their LRNC member. The vice-president/president-elect of ACRL would appoint the at-large member. Terms of the LRNC would be staggered to ensure continuity on the committee. The ACRL Board will appoint a task force to begin an assessment of the pilot in Year 3.

2. Revise the charge of the LRNC as follows:

**Charge:** Identify and assess a diverse pool of potential candidates, and select nominees for ACRL Vice- President/President-Elect, ACRL representative on the ALA Council (as necessary), and Directors-at-Large. Ensure that candidates are nominated in accordance with the ACRL Bylaws. Report to the Board of Directors annually on composition of the candidate pool.

## **25.2 Board Section Liaison Reports/Dues Bylaws Revisions (Document 6.2 REVISED)**

*Proposed Motion:* That the ACRL Board of Directors approve the following bylaws change for placement on the 2008 for a vote by the membership.

### **Article IV: Membership and Dues**

**Section 3. Dues.** ~~The amount of personal member dues shall be determined by the ACRL Board of Directors with the approval of the membership in a mail or electronic vote. Organizational dues shall be determined by the ACRL Board of Directors.~~

- a) **Personal Dues.** The ACRL Board of Directors shall determine the amount of personal member dues, with any increases to be no greater than the percent increase in the annual average of the Consumer Price Index (National CPI-U) from the year of the last dues increase to the most recent completed year. Personal dues increases greater than this amount are subject to the approval of the full membership in a mail or electronic vote.
- b) **Organizational Dues.** The ACRL Board of Directors shall determine organizational dues by simple majority vote of the members of the Board.

*Discussion:* In response to feedback from the Board at its meeting on Saturday, the language used in the proposed bylaws revision had been broadened to allow for the possibility of a dues decrease and not just an increase. Board members offered the feedback they had received during the conference from the Sections they liaise with and members in general. The feedback included:

- The Board should include more than the proposed 3 elective memberships in Sections and the proposed Interest Groups with their basic ACRL dues.
- Discomfort with the CPI as an inflation index to limit the amount of increases. A suggested alternative was to limit incremental increases to no more than 1% of the current dues, for no more than 3 consecutive years.
- A request for some modeling of what ACRL dues increases would have looked like over the last few years if these bylaws had been in place and the Board had elected to implement the maximum increase each year.
- What associations use similar rules?

Generally, the sense was that if the Board moved forward with the proposal at this time, it would fail to pass a membership vote on the ballot. It was suggested that the proposal be held back for now and that a communication plan be developed to address some of the concerns that members had and to better explain the Board's reasoning. The Budget and Finance Committee's work on a communication plan for the 2005 dues increase was mentioned as a good example of communicating with members about dues and it was suggested that the committee be asked to develop some talking points and conduct some research. ACRL Budget and Finance Committee Chair Susan Kroll expressed concern that the committee not be the sole party working on the communication plan, and it was agreed that the Executive Committee should work with them. A new motion was introduced to charge the committee with this work.

*Action:* The Board of Directors decided to postpone action of the proposed Dues Bylaws revisions until the 2008 Midwinter Meeting. The ACRL Budget and Finance Committee is charged with further analysis of dues models, gathering data that might include what other organizations are doing, including other organizations that limit increases to a standard percentage, the impact the proposed model might have had on ACRL's dues over the last five years had it been in effect and exercised by the Board, and other alternative plans.

The Budget and Finance Committee is further charged to work with the ACRL Executive Committee on the development of a communication plan to educate the membership about the rationale behind giving the Board the authority to raise dues within limits to allow the association to maintain the services and programs members have come to expect, without expending the significant amount of time and resources needed to educate the membership for each dues maintenance vote. These reports should be transmitted to the President and Executive Director by December 14, 2007, so it can be shared with the Board of Directors in time for the 2008 Midwinter Meeting.

This issue may also make a good topic for the joint ACRL Board of Directors/Budget and Finance Committee meeting at the 2008 Midwinter Meeting.

### **25.3 Board Section Liaison Reports/Communities of Practice Bylaws (Documents 6.3 & 6.3a-6.3c)**

*Motion:* That the ACRL Board of Directors approve the first of two required votes to place the following Bylaws revisions on the 2008 ballot for a membership vote.

#### **Article IV: Membership and Dues**

**Section 2. Rights.** Every personal member of the Association has the right to vote, to hold any association-wide office, and/or to serve on committees. **Personal members may elect membership in three Communities of Practice (with a maximum of 2 sections). Additional groups may be added at additional cost.** Every personal member of a given ~~section~~ **Community of Practice** has the right to vote, to hold any office, and/or to serve on committees in that ~~section~~ **Community**. Organizational members shall receive those publications given as prerequisites of membership to personal members.

~~**Section 4. Sections.** With payment of the Association's annual dues, personal members may elect membership in two sections. Other sections may be selected at additional cost.~~

#### **Article XII: Meetings**

~~**Section 2. Section meetings.** Meetings of the sections shall be held in accordance with the Section's bylaws at the time and place of the annual conference of the American Library Association. Other meetings may be called by the chair or other controlling agency of the section.~~

#### **Article XIII: Elections**

**Section 1. Right to vote.** All personal members of the Association shall be eligible to vote on the elective positions of the Association. Only personal members affiliated with a ~~section~~ **Community of Practice** shall vote for its officers.

**Section 2. Elections.** a) Association. Elections to elective positions for the Association as a whole shall be held in accordance with ALA bylaws and procedures. The candidate receiving the largest number of votes shall be elected. In the case of a tie vote, the successful candidate shall be determined by lot.  
b) ~~Sections~~ **Communities of Practice.** Election to elective positions for ~~sections~~ **Communities of Practice** shall be made as each determines. The election of officers shall be reported in writing to the executive director.

#### ~~**Article XIV: Chapters, Sections, Discussion Groups, & Committees**~~

~~Chapters, sections, and discussion groups of the Association may be organized and committees may be authorized as necessary by the Board of Directors.~~

#### ~~**Article XVI: Sections**~~

~~**Section 1. Establishment.** Any group of 25 or more members of the Association, representing a field of activity in general distinct from those of the existing sections and within the scope of the Association's field of interest, may organize a section upon receiving approval from the Board of Directors. Sections shall be composed only of Association members.~~

~~**Section 2. Bylaws.** Each section shall propose its own bylaws for the approval of the Board of Directors.~~

~~**Section 3. ACRL Sections Council.** The ACRL Sections Council shall consist of the chair and vice-chair of each ACRL section.~~

~~**Section 4. Dissolution.** A section may be dissolved at its request by the Board of Directors of the Association and shall be so dissolved if it becomes inactive or fails to comply with the provisions of this article.~~

~~**Section 5. Directors-at-large candidates.** The ACRL Sections Council, excluding the chairs and vice-chairs of the three types of library sections, shall nominate candidates to fill two (2) directors-at-large positions on the Association's Board of Directors.~~

#### ~~**Article XVII: Discussion groups**~~

~~**Section 1. Establishment.** Any group of ten or more members of the Association interested in discussing common concerns that fall within the objectives of the Association, but are not within the responsibility of a single section, may form a discussion group upon written petition from the group and upon approval of the Board of Directors.~~

~~**Section 2. Members.** Membership in a discussion group shall be open to members of the Association who are interested in the purpose of the group.~~

~~**Section 3. Leadership.** Each group shall annually appoint a leader and other positions as appropriate. In addition to the regular duties of the office, the leader shall insure that the group's activities are limited to discussion of common concerns within the purpose of the group and that the Association's bylaws are observed by the group.~~

~~**Section 4. Dissolution.** A discussion group may be dissolved at its request by the Board of Directors of the Association and shall be so dissolved if it becomes inactive (as evident by failure to meet at three consecutive ALA conferences) or fails to comply with the provisions of this article.~~

#### **Article XV: Communities of Practice.**

The Board shall be authorized to establish Communities of Practice, to monitor their activities, and determine their continuance in consultation with the respective groups. The names of such groups shall be as determined by the Board in consultation with the group. The groups may use the descriptor discussion group, section, interest group, or such other name as the Board, in consultation with the group, determines. The Board shall also be entitled to establish policies to govern the activities of Communities of Practice.

**Section 1. Authorization.** Groups to facilitate discussion and exploration of common professional concerns that fall within the objectives of the Association shall be authorized by action of the Board of Directors in a manner provided for in the *ACRL Guide to Policies and Procedures*.

**Section 2. Members.** Membership in Communities of Practice shall be open to members of the Association who are interested in the purpose of the groups, subject to the provisions in Article IV, Section 2.

**Section 3. Governing Procedures.** Each Community of Practice shall establish written procedures related to its function and governance that shall be adopted by the membership of the group. A current copy shall be provided to the Executive Director.

**Section 4. ACRL Communities of Practice Assembly.** The Assembly shall consist of the chairs and vice-chairs of each Community of Practice, excluding discussion groups. The function of this assembly is to facilitate the exchange of ideas among the various Communities of Practice.

**Section 5. Discontinuance.** A Community of Practice may be dissolved by the Board of Directors at the request of the group. It may also be dissolved by a two-thirds vote of the Board if the group is determined by the Board to be inactive or ineffective or if drops below a minimum membership size determined by the Board in consultation with the group.

*Discussion:* Board members were again asked to share the feedback they had heard during the conference. It included:

- Several Sections were very supportive of the proposal and actually thought that the Board had already approved its first vote on this.
- A Section feared that Interest Groups would siphon its members.
- A Section was concerned about the potential council structure or assembly replacing the Sections Council, apparently at least in part regarding the meeting logistics. The suggestion of a larger meeting room and a longer meeting time than Sections Council has historically used and they seemed placated.
- At least one Division-level committee was supportive of the idea.
- Several Sections expressed concern that there be formal relationships between Interest Groups and any related Sections. Some saw the Interest Groups as subsets of Sections.
- As noted in the dues bylaws proposal discussion earlier, some wanted to receive memberships in more than 3 elective units as part of their basic dues. Board members discussed the potential fiscal implications of an expansion of that member benefit.
- Some units seemed to be unaware of the current existence of Division-level and Section-level Discussion Groups, so clearly it would be important to communicate clearly about any structure changes.

As the chair of the Budget and Finance Committee, Kroll asked the Board to again keep in mind the path the association has followed in adding new structures, programs, and services while rarely ceasing any existing activities and the effect that has on staff's ability to support units, the association's fiscal priorities, and the focus of the Board and the association.

In sum, response to the proposal had been positive, with a focus on units with greater flexibility and more places in the association for people to be active and find a home for themselves. Concerns were primarily focused on the threat the new units might pose to existing structures. Passage of the proposal on the spring 2008 ballot would hinge on clear communication with the membership about the interaction of current and proposed structures.

*Action:* The Board of Directors approved the first of two required votes to place the following Bylaws revisions that allow for the creation of a wider array of subgroups, collectively known as Communities of Practice, on the 2008 ballot for a membership vote. Placement on the ballot will require the Board to vote to approve these a second time at the 2008 Midwinter Meeting.

#### **Article IV: Membership and Dues**

**Section 2. Rights.** Every personal member of the Association has the right to vote, to hold any association-wide office, and/or to serve on committees. **Personal members may elect membership in three Communities of Practice (with a maximum of 2 sections). Additional groups may be added at additional cost.** Every personal member of a given ~~section~~Community of Practice has the right to vote, to hold any office, and/or to serve on committees in that ~~section~~Community. Organizational members shall receive those publications given as prerequisites of membership to personal members.

~~Section 4. Sections. With payment of the Association's annual dues, personal members may elect membership in two sections. Other sections may be selected at additional cost.~~

## **Article XII: Meetings**

~~**Section 2. Section meetings.** Meetings of the sections shall be held in accordance with the Section's bylaws at the time and place of the annual conference of the American Library Association. Other meetings may be called by the chair or other controlling agency of the section.~~

## **Article XIII: Elections**

**Section 1. Right to vote.** All personal members of the Association shall be eligible to vote on the elective positions of the Association. Only personal members affiliated with a ~~section~~**Community of Practice** shall vote for its officers.

**Section 2. Elections.** a) Association. Elections to elective positions for the Association as a whole shall be held in accordance with ALA bylaws and procedures. The candidate receiving the largest number of votes shall be elected. In the case of a tie vote, the successful candidate shall be determined by lot.  
b) ~~Sections~~**Communities of Practice.** Election to elective positions for ~~sections~~**Communities of Practice** shall be made as each determines. The election of officers shall be reported in writing to the executive director.

## ~~**Article XIV: Chapters, Sections, Discussion Groups, & Committees**~~

~~Chapters, sections, and discussion groups of the Association may be organized and committees may be authorized as necessary by the Board of Directors.~~

## ~~**Article XVI: Sections**~~

~~**Section 1. Establishment.** Any group of 25 or more members of the Association, representing a field of activity in general distinct from those of the existing sections and within the scope of the Association's field of interest, may organize a section upon receiving approval from the Board of Directors. Sections shall be composed only of Association members.~~

~~**Section 2. Bylaws.** Each section shall propose its own bylaws for the approval of the Board of Directors.~~

~~**Section 3. ACRL Sections Council.** The ACRL Sections Council shall consist of the chair and vice-chair of each ACRL section.~~

~~**Section 4. Dissolution.** A section may be dissolved at its request by the Board of Directors of the Association and shall be so dissolved if it becomes inactive or fails to comply with the provisions of this article.~~

~~**Section 5. Directors-at-large candidates.** The ACRL Sections Council, excluding the chairs and vice-chairs of the three types of library sections, shall nominate candidates to fill two (2) directors-at-large positions on the Association's Board of Directors.~~

## ~~**Article XVII: Discussion groups**~~

~~**Section 1. Establishment.** Any group of ten or more members of the Association interested in discussing common concerns that fall within the objectives of the Association, but are not within the responsibility of a single section, may form a discussion group upon written petition from the group and upon approval of the Board of Directors.~~

~~**Section 2. Members.** Membership in a discussion group shall be open to members of the Association who are interested in the purpose of the group.~~

~~**Section 3. Leadership.** Each group shall annually appoint a leader and other positions as appropriate. In addition to the regular duties of the office, the leader shall insure that the group's activities are limited to discussion of common concerns within the purpose of the group and that the Association's bylaws are observed by the group.~~

~~**Section 4. Dissolution.** A discussion group may be dissolved at its request by the Board of Directors of the Association and shall be so dissolved if it becomes inactive (as evident by failure to meet at three consecutive ALA conferences) or fails to comply with the provisions of this article.~~

**Article XV: Communities of Practice.**

The Board shall be authorized to establish Communities of Practice, to monitor their activities, and determine their continuance in consultation with the respective groups. The names of such groups shall be as determined by the Board in consultation with the group. The groups may use the descriptor discussion group, section, interest group, or such other name as the Board, in consultation with the group, determines. The Board shall also be entitled to establish policies to govern the activities of Communities of Practice.

**Section 1. Authorization.** Groups to facilitate discussion and exploration of common professional concerns that fall within the objectives of the Association shall be authorized by action of the Board of Directors in a manner provided for in the *ACRL Guide to Policies and Procedures*.

**Section 2. Members.** Membership in Communities of Practice shall be open to members of the Association who are interested in the purpose of the groups, subject to the provisions in Article IV, Section 2.

**Section 3. Governing Procedures.** Each Community of Practice shall establish written procedures related to its function and governance that shall be adopted by the membership of the group. A current copy shall be provided to the Executive Director.

**Section 4. ACRL Communities of Practice Assembly.** The Assembly shall consist of the chairs and vice-chairs of each Community of Practice, excluding discussion groups. The function of this assembly is to facilitate the exchange of ideas among the various Communities of Practice.

**Section 5. Discontinuance.** A Community of Practice may be dissolved by the Board of Directors at the request of the group. It may also be dissolved by a two-thirds vote of the Board if the group is determined by the Board to be inactive or ineffective or if drops below a minimum membership size determined by the Board in consultation with the group.

**26.0 Budget and Finance Issues**

**26.1 FY08 Budget (Documents 15.0 & 15.1)**

*Motion:* That the Board of Directors approve the FY08 ACRL and CHOICE budgets, as recommended by the Budget and Finance Committee, as summarized below:

**ACRL**

Total revenues of \$2,118,408

Total expenses of \$2,706,852

Net revenues of -\$588,444

**CHOICE**

Total revenues of \$3,273,076

Total expenses of \$3,055,127

Net Revenue of \$217,949

*Discussion:* In response to a question, Davis stated that ACRL and CHOICE would not need to defer transfers to their long-term investment funds any longer than had previously been agreed upon with ALA, regardless of the length of the office space search.

*Action:* That the Board of Directors approve the FY08 ACRL and CHOICE budgets, as recommended by the Budget and Finance Committee, as summarized below:

**ACRL**

Total revenues of \$2,118,408

Total expenses of \$2,706,852

Net revenues of -\$588,444

**CHOICE**

Total revenues of \$3,273,076

Total expenses of \$3,055,127

Net Revenue of \$217,949

**27.0 Establishment of New Task Forces**

**27.1 Task Force on Not-for-Profit Entrepreneurial Best Practices (Document 16.1)**

*Motion:* That the Board of Directors establish the Task Force on Not-for-Profit Entrepreneurial Best Practices with the following charge, membership, and timeline:

**Charge:**

To identify entrepreneurial activities that would be appropriate for ACRL to undertake to expand ACRL's revenue streams.

**Specific Tasks:**

- Identify best practices that not-for-profits use to generate alternative sources of revenue
- Match these best practices to ACRL structure, staffing, membership, etc. to select those most likely to be effective in the ACRL environment
- Prioritize recommended fundraising activities

**Membership should include:**

- A member of the Budget and Finance Committee
- A member of the ACRL Board

**Timeline:**

Interim report due: Midwinter 2008  
Final report due: Spring Executive Committee 2008

*Discussion:* The last time the Board had discussed fundraising of the sort outlined in this document, there was some discussion of how foundation funding would fit. A Board member wondered whether ALA saw any distinction between, for example, an IMLS grant application and a Mellon Foundation application. Davis stated that once ACRL had a specific goal and project in mind, the ALA Development Office would help determine what sources would be best suited for ACRL to pursue for funding.

*Action:* The Board of Directors established the Task Force on Not-for-Profit Entrepreneurial Best Practices with the following charge, membership, and timeline:

**Charge:**

To identify entrepreneurial activities that would be appropriate for ACRL to undertake to expand ACRL's revenue streams.

**Specific Tasks:**

- Identify best practices that not-for-profits use to generate alternative sources of revenue
- Match these best practices to ACRL structure, staffing, membership, etc. to select those most likely to be effective in the ACRL environment
- Prioritize recommended fundraising activities

**Membership should include:**

- A member of the Budget and Finance Committee
- A member of the ACRL Board

**Timeline:**

Interim report due: Midwinter 2008  
Final report due: Spring Executive Committee 2008

**27.2 Task Force on Positioning the 21<sup>st</sup> Century Library in the Competitive Academy: Why We Can't Wait (Document 16.2)**

*Motion:* That the Board of Directors establish the Task Force on Positioning the 21st Century Library in the Competitive Academy: Why We Can't Wait with the following charge, membership, and timeline:

**Charge:**

To identify ways to position the library in the competitive academy that can be undertaken by members and by ACRL

**Specific Tasks:**

- Identify challenges facing academic librarians related to the library's position on campus
- Recommend short and long term aggressive activities that members/administrators can engage in to strengthen the library's position on campus
- Recommend short and long term proactive programmatic initiatives that ACRL can undertake to support members addressing these challenges

**Membership should include:**

- ACRL Board member liaison

**Timeline:**

Interim report due: Fall Executive Committee 2007  
Final report due: Midwinter 2008

*Discussion:* The Board discussed Todaro's choice of the phrase "competitive academy" in the name of the task force. Todaro explained that she was thinking of examples like libraries competing with other campus units like bookstores and IT departments for rights, competing for security, and competing for real estate. The name is intended to evoke the tension present in higher education as campus units clamor for money and responsibilities in a fight for market share, essentially, as well as librarians desire to have their skill set recognized.

One Board member objected that the choice of language like "competitive" would not be appropriate in some institutions and that the use of this language could be counter-productive to working relationships. Another Board member responded that they read "competitive" as referring to the environment, while the solutions can instead be collaborative. It was also noted that the outcome of the "Stepping Through the Open Door: A Forum on New Modes of Information Delivery in Higher Education" summit ACRL co-hosted with the National Association of College Stores (NACS) and EDUCAUSE earlier in the year would hopefully help to address some of these same issues.

*Action:* The Board of Directors established the Task Force on Positioning the 21st Century Library in the Competitive Academy: Why We Can't Wait with the following charge, membership, and timeline:

**Charge:**

To identify ways to position the library in the competitive academy that can be undertaken by members and by ACRL

**Specific Tasks:**

- Identify challenges facing academic librarians related to the library's position on campus
- Recommend short and long term aggressive activities that members/administrators can engage in to strengthen the library's position on campus
- Recommend short and long term proactive programmatic initiatives that ACRL can undertake to support members addressing these challenges

**Membership should include:**

- ACRL Board member liaison

**Timeline:**

Interim report due: Fall Executive Committee 2007  
Final report due: Midwinter 2008

**27.3 Task Force on IMLS Grants (Document 16.3)**

Todaro asked to withdraw this item from the agenda, noting that its purpose had essentially been wrapped into the establishment of the Task Force on Not-for-Profit Entrepreneurial Best Practices.

**28.0 ALA Washington Office Support of Academic Issues**

Lynne Bradley, Director of ALA's Office of Government Relations, Tara Olivero, Assistant Director of ALA's Office of Government Relations, and Molly Fogarty, Chair of the ALA Committee on Legislation, joined the Board for a discussion of the role that ALA units play in support of academic issues, given their heavy emphasis on public and school libraries.

They began with a discussion of the shared regional depository libraries letter mentioned earlier in the meeting. As noted in the Councilor's report, the issue failed an ALA Council vote earlier in the day to the surprise of many. Fogarty shared her perspective, noting that she would have liked to see some support from ACRL for its

position on the letter on the Council floor, but found silence, while GODORT talked the issue down. If the ACRL Board feels strongly about an issue, it needs to show strong representation at Council meetings. For its part, ACRL had been under the impression that the issue would not go to the Council floor until the meeting on Wednesday, so better communication back to ACRL would also help.

The appropriateness of the inclusion of an ALA transmittal letter with GODORT's letter to the GPO was briefly discussed, with Bradley stating that ultimately it was the decision of ALA Executive Director Keith Michael Fiels. ACRL now plans to go ahead with its own letter, and queried Bradley on the process and time it would take for ACRL to get an ALA transmittal letter of its own, which, as a Division, ALA policy would allow. Bradley promised that a transmittal letter could be prepared within 3 days.

Moving forward, Board members expressed hope that efforts at dialogue to get attention for academic library issues at events like National Library Legislative Day would continue with the Washington Office and the Committee on Legislation. The Board expressed its appreciation for the Washington Office staff and Committee on Legislation's work, and asked for continued mentorship, as ACRL has not historically been very involved with ALA Council discussions, but would take away many lessons from this experience. Fogarty mentioned that a summit or dialogue later in the year might be held to improve communication issues like this.

#### **21.10 Endorsement of ALA Letter to GPO re: Guidelines for Establishing Shared Regional Depository Libraries (Document 11.10)**

*Motion:* The ACRL Board of Directors, under the signature of the Association's President, endorses the ALA response to the draft GPO Guidelines for Establishing Shared Regional Depository Libraries.

*Discussion:* Director-at-Large Lori Goetsch, who had represented ACRL's interests in developing the consensus letter that ALA Council considered earlier in the day, stated that the version of the letter in document 11.10 included more language from ALA's perspective and suggested that the Board consider an ACRL-specific version that was handed out at this meeting. A Board member suggested adding the words "strong support" to the first sentence.

There was some brief discussion about whether ACRL should respond to the letter that GODORT had sent, with it noted that the Association of Research Libraries (ARL) had already done so very effectively. The Board decided to remain focused on the guidelines. The Board also decided not to wait for an ALA transmittal letter, worried that it would take too long, and that the ACRL letter should be sent directly as soon as possible.

*Action:* The ACRL Board of Directors endorsed the ACRL version of the letter to GPO regarding the Guidelines for Establishing Shared Regional Depository Libraries, as amended, and directed staff to send it immediately to the GPO via email, blind-copying Bradley on the email.

#### **28.0 MW Board Meeting Effectiveness Assessment (Document 19.0)**

The Board reviewed its self-assessment from the previous Midwinter and discussed the compiled results. Communication was the only area with much weakness, and it was pointed out that this is exactly the area the Board was discussing earlier regarding the proposed structure and dues bylaws revisions. Key discussion points included:

- More Board explanatory contributions to the ACRLeads email discussion list could be productive if Section leaders pass them on to their members.
- ACRL might want to bring in a communications consultant to review the current communication mechanisms to gauge their true effectiveness. There was general agreement that this should be done.
- Direct communication with Section Executive Committees might be more effective than emails to ACRLeads. Section Executive Committees will be asked if they would like their Board liaison subscribed to their closed email discussion lists, or at least to the Sections Council list.
- The Budget and Finance Committee chair isn't sure how much detailed budget information would be useful to members.

- There's some amount of disconnect in the way that Sections see themselves as independent organizations, rather than as part of a larger ACRL. Some seem to resent the relationship Sections have with ACRL more than having a real problem with the amount of and mechanisms used for communication.
- The ACRL 101 program is a good way to get new members acclimatized to ACRL as an organization the way the Board perceives it.
- The Board continues to have challenges working with its committees. Ideas like the coordinating committee structure might help, but an electronic discussion list for current committee chairs might get their attention better than ACRL leads does.

The Board agreed that it would act virtually if necessary to implement any of the suggestions that it liked.

### **Strategic Area: The Profession**

#### **29.0 CUPA-HR Position Descriptions of Academic Librarians Task Force (Document 17.0 FINAL)**

*Recommended Motion:* 1) That the ACRL Board of Directors approve the "Proposed CUPA-HR Revised Position Descriptions of Academic Librarians" as attached for presentation to CUPA-HR and inclusion in their fall 2007 academic library position listing. 2) That ACRL assign responsibility to the Committee on the Status of Academic Librarians for maintaining and updating the listing for academic librarians and CUPA-HR publications. 3) That ACRL create a web page to present the entire spreadsheet and to include instructions about using the spreadsheet in discussions with Human Resources people.

*Discussion:* The Board discussed the draft position descriptions chart and was very appreciative of all the work that's been done on this in a relatively short amount of time. It was pointed out that this task force was established as the result of a motivated member, task force chair Thomas Abbott, bringing the need to the attention of the Board. The Board did note the inconsistent use of "college" and "university" in the descriptions and asked the task force to correct the usage. Director-at-Large and task force member Debbie Malone reassured the Board that it would be "college/university" throughout in the final draft. A final document for Board approval should be completed within a month or two.

#### **30.0 Statistics Committee Recommendations (Document 18.0)**

*Motion:* That the ACRL Board of Directors ask a small group to meet by September to develop a recommendation for the Board to act on virtually that will affect the 2007 survey which will be distributed in October 2007. This group will consist of the chair of the Statistics Committee, another member of the committee, an ACRL Board member, ACRL Associate Director Mary Jane Petrowski, and Executive Director Mary Ellen Davis, meeting with Denise Davis, Director of ALA's Office for Research and Statistics (ORS).

*Discussion:* It was pointed out that this group would need to move quickly, as the next iteration of the survey will need to be ready before long.

*Action:* The Board of Directors asked a small group to meet by September to develop a recommendation for the Board to act on virtually that will affect the 2007 ACRL Trends and Statistics survey, which will be distributed in October 2007. This group will consist of the chair of the Statistics Committee, another member of the committee, an ACRL Board member, ACRL Associate Director Mary Jane Petrowski, and Executive Director Mary Ellen Davis, meeting with Denise Davis, Director of ORS.

#### **21.2 2008 President's Program Video Recording Funding (Document 11.8)**

*Motion:* That the ACRL Board of Directors approve the request to video-record and make available online the 2008 ACRL's President's Program. Up to \$6,000 could be drawn from the funding for strategic initiatives in the FY08 budget to cover the expense of video-recording of the ACRL President's Program at the 2008 Annual Conference and conversion to digital format for posting on the ACRL web site.

Tasks proposed include:

- Secure appropriate permissions from the ACRL President's Program presenters to video-record the program
- Video-record the ACRL President's Program at the 2008 ALA Annual Conference in Anaheim
- Work with audio-visual team to convert the video into digital format for posting on the ACRL web site
- Post the digital video file to the ACRL President's (or President's Program page) along with supporting materials
- Promote the availability of the online video, including an e-mail blast to ACRL members

*Discussion:* This item was removed from the consent agenda since it addresses the standing question before the Board regarding when Web programming should be offered for free. It was pointed out that this is a "record and mount" project, rather than a synchronous learning program, which tends to be the target of scholarships in action plan proposals. Some sort of communication piece needs to be developed to better share the issues and expenses involved with different types of Web-based professional development with Sections, program planners, and members in general. Knowing that the group planning this program was looking at some prestigious presenters, there was also concern that getting needed permissions to record could be a problem.

The Board also noted that there was no plan for assessment and added an instruction to the Professional Development Coordinating Committee to do so.

*Action:* The ACRL Board of Directors approved the request to video-record and make available online the 2008 ACRL's President's Program. Up to \$6,000 can be drawn from the funding for strategic initiatives in the FY08 budget to cover the expense of video-recording of the ACRL President's Program at the 2008 Annual Conference and conversion to digital format for posting on the ACRL web site.

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- Promote the availability of the online video, including an e-mail blast to ACRL members

The Board also charged Professional Development Coordinating Committee to:

- Provide the Board with an assessment report of this web cast, including a cost/benefit analysis of this approach to offering ACRL members Web programming free of charge.

### **31.0 Academic/Research Librarian of 20XX Award (Document 20.0)**

*Background:* At its meeting on June 23, 2007, the Board approved the following actions affecting the ACRL Academic/Research Librarian of the Year Award:

- The continuance of conferring the award to the winner of the Academic/ Research Librarian of the Year award during the ACRL National Conference,
- The change of the award from an annual award to a biennial award,
- The change of the name of the award from Academic/Research Librarian of the Year, to, the (YEAR) Academic/ Research Librarian of the Year;
- And directs the ACRL staff to explore with the award sponsor the possibility making 2 enhancements to the Award:
  1. Increase the award amount
  2. Host a dinner for the winner, immediate family, and representatives from the sponsor and from ACRL.

*Discussion:* Davis received the email shown in the document and indicated that it was representative of the feedback she had been hearing from several longtime ACRL members. After consulting with several Board members, she suggested that they reconsider this action. The Board agreed that it should continue to be an annual award, but that there would have to be some balance to present it two different ways.

The Board asked the Executive Committee to develop a plan for presenting the 2008 award. The Board agreed to continue presenting the award at the ACRL National Conference in the years one is held and to ask the Executive Committee to recommend ways that the awardee could also be announced/recognized at the ALA Annual Conference.

*Action:* The Board rescinded the action taken at its June 23, 2007 meeting regarding the ACRL Academic/Research Librarian of the Year Award.

### **32.0 ALA Board Liaison**

Janet Swan Hill, ACRL's liaison from the ALA Executive Board, visited the ACRL Board to update it on any issues they should be aware of and to take questions. She stated that ALA's recently announced Advocacy Office and the Website redesign were the 2 major topics of interest at the conference. She reminded the Board that there is an agreement to perform an explorative study on graduated dues for the association as a whole. A substantive report will be prepared for the Midwinter Meeting. ALA is also planning a movement after the study is released to remove things like the specific amount of their dues from their bylaws.

Hill brought up the GPO letter discussed earlier at this meeting. She encouraged ACRL to ensure that the Division Councilor stands up and speaks for ACRL when it has a problem with an issue, like the GODORT letter.

The Board thanked Hill for her time as its liaison. She sought feedback about whether they liked seeing her late in the conference like this, or too early to be useful because issues haven't really started to develop yet, to which the Board expressed a strong preference for early over late.

### **33.0 New Business**

There was no new business.

### **34.0 Recognition of Outgoing Board Members**

Snelson took a few minutes to recognize the Board members whose terms ended with the close of this conference, noting something exceptional about each of them.

#### **Dorothy Ann Washington, Director-at-Large, 2003-2007**

Washington was the shepherdess for the ACRL Board's first mega-issue, diversity. The paper resulting from the initiative is now scheduled to be presented at the BCALA conference in August.

#### **Nancy Allen, Director-at-Large, 2003-2007**

Snelson noted that she and Allen had served together on the Budget and Finance Committee in the 1990s. On the Board, Allen was a huge help moving forward the work on the strategic plan, taking many of the notes during the Board's strategic planning sessions and turning them into useful outlines and plans.

#### **Susan Kroll, Budget and Finance Committee Chair, 2005-2007**

Kroll was never content to look solely at revenues and expenses, but brought forward new ideas to the Board regularly, with an attitude of "active engagement."

#### **Tyrone Cannon, ACRL Division Councilor, 2006-2007**

Snelson reflected on working with Cannon in so many different roles on the Board, finding him both multi-tasking and multi-faceted. Cannon's work as president in his earlier term on the Board, guiding the Board through strategic planning, laid the groundwork for much of its work today.

**Camila Alire, Vice-President, President, Past-President, 2004-2007**

Alire is both an old friend and a Senior Fellows "survivor." Busy as ever, Alire will be remembered for her work on advocacy for so many – support staff, academic libraries, ACRL, ALA, sister libraries, and more. She now moves on as the next chair of ALA's Committee on Legislation.

**35.0 Passing of the Gavel**

Snelson passed the gavel to Todaro. Todaro presented Snelson with a gift of appreciation and praised her for the enormous amount she had learned from Snelson.

The meeting was adjourned at 5:10 p.m.