



Association of College and Research Libraries
Board of Directors Meeting I
Midwinter Meeting
Saturday, January 12, 2008
1:30 – 5:00 p.m.
Loews Philadelphia Hotel – Congress A
Philadelphia

Midwinter Board Meeting I Minutes

Attendees:

Board Members: Julie Todaro, Erika Linke, Pam Snelson, Theresa Byrd, Locke Morrissey, Mary Ellen Davis, Janis Bandelin, Mary Carr, Beth Dupuis, Lori Goetsch, Lynne King, Michael LaCroix, Debbie Malone, and Karen Williams.

Visitors: Tom Abbott, Jennifer Dorner, Esther Grassian, Dan Lee, John Lehner, Regina McBride, Larry Romans, and Scott Vine.

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

1.0 Call to Order

President Julie Todaro called the meeting to order at 1:36 p.m.

2.0 Opening Remarks

Todaro greeted everyone and wished them a good conference.

3.0 Adoption of the Agenda

Discussion: Todaro suggested that agenda item #14.0, regarding a proposed new ACRL-driven Applied Research publication, be postponed until Board II since the ACRL Budget and Finance Committee did not have time to discuss it at its meeting earlier in the day and would be reviewing it the following day instead.

Action: The ACRL Board of Directors adopted the revised agenda.

4.0 Open Microphone

Cynthia Steinhoff, ACRL Academic/Research Librarian of the Year Award Selection Committee Chair, was pleased to announce that this year's Academic/Research Librarian of the Year is Peter Hernon of Simmons College, selected due to his extensive publication and public speaking on research of issues affecting libraries. His results have proven helpful to many libraries and library schools.

Kathryn Deiss, ACRL Content Strategist, shared that ALA's bookstore on the exhibits floor has reported that 2 recent ACRL publications, *Library 2.0 Initiatives in Academic Libraries*, edited by Laura B. Cohen, and *Information Literacy Programs in the Digital Age: Educating College and University Students Online*, compiled by Alice Daugherty and Michael F. Russo, are the second and third best-selling books at the conference so far.

Several candidates for ACRL Board were present at the meeting and introduced: Dan Lee and John Lehner, candidates for Director-at-Large, and current Director-at-Large and candidate for Vice-President/President-Elect Lori Goetsch. Everyone was encouraged to attend the ACRL Presidential Candidates Forum the next day.

Strategic Area: The Association**5.0 Reports****5.1 President's Report (Documents 1.1 & 1.1a)**

Todaro noted that she had several trips planned in addition to the ones listed in her written report, including one for a UCLA program involving research that would be used for her President's Program at the 2008 ALA Annual Conference in Anaheim, CA. Additionally, Todaro's 2008 Presidential Initiative Steering Committee, which was planning the program, had reached an agreement to feature speaker Dan Ariely, a Visiting Professor at Duke University and author of the upcoming book *Predictably Irrational: The Hidden Forces That Shape Our Decisions*. Three "next generation" library managers will interview Ariely on stage following his presentation.

The action requested in Document 1.1a, seeking funding not to exceed \$15,000 to support a one-day retreat for the Task Force on Positioning the 21st Century Library in the Competitive Academy in the spring of 2008, was not discussed and was postponed until the Board II meeting to allow the Budget and Finance Committee an opportunity to review it first.

5.2 Vice-President's Report (Document 1.2)

Vice-President/President-Elect Erika Linke reported that earlier in the day she had attended the Professional Development and Research Coordinating Committee meetings. At the Research Coordinating Committee meeting, she observed the group planning the next update of ACRL's environmental scan assumptions.

5.3 Councilor's Report

Division Councilor Locke Morrissey met with the other Division Councilors earlier in the day, where they discussed the resolution concerning electronic discussion lists that will be discussed by ALA Council at this conference. Morrissey spoke with Janet Swan Hill this morning and said it will be referred to ALA's Task Force on e-Member Participation, which Swan Hill is chairing.

5.4 Executive Director's Report (Document 1.3)

Executive Director Mary Ellen Davis referred the Board to the Strategic Plan Activities Report highlighting and adding the following:

- The new staff-driven blog, *ACRL Insider*, has launched thanks to David Free, Editor of *C&RL News* and Marketing and Communication Specialist. This blog offers a new means for staff and the Board to communicate with the membership about association issues and events. Davis has heard a number of ACRL leaders compliment the blog at this conference.
- Davis thanked ACRL Manager of Professional Development Margot Conahan for managing ACRL's e-learning courses since former ACRL Manager of Web Services Stephanie Orphan left in August 2007. An offer has been extended to a candidate for the Web Services position, with an expected start date of January 22, 2008.
- Thanks were offered to all ACRL staff for their work preparing for this particularly early Midwinter Meeting, especially ACRL Program Officer David Connolly for getting out the documents needed by the Board, Budget and Finance Committee, and by several chairs and committees working on the 2008 Division-level committee appointments.
- The first regional Institute on Scholarly Communications was offered in Illinois the previous month, in a partnership between ACRL and ARL (Association of Research Libraries) coordinated by ACRL Scholarly Communication/Government Relations Specialist Kara Malenfant. Additionally, the ACRL Scholarly Communications Committee released a white paper in November 2007, "Establishing a Research Agenda for Scholarly Communication: A Call for Community Engagement," which garnered some media attention.
- The American Council of Learned Societies (ACLS) approved ACRL's application for membership. Davis will act as the liaison to ACLS by request of the ACRL Board and Council of Liaisons in 2007.

- ACRL has released 4 new books in the last few months.
- ACRL is partnering with LAMA (Library Administration and Management Association) on a virtual institute for the spring of 2008.
- A second ACRL/Harvard Leadership Institute, with a focus on advanced management, will launch this year to build on the success of the original institute.
- Associate Director Mary Jane Petrowski and Program Coordinator Adam Burling are implementing a new initiative with a regular communication plan for new members, sending each new member several emails on a schedule during their first year of membership. The emails each have a different focus about some useful resource for new members, such as the *ACRL Insider* blog or the New Member Wiki.
- Progress has been made on the potential new office space for CHOICE. Negotiations are underway for a purchase and sale agreement for approximately 7,500 square feet in the new Liberty Square development in Middletown, CT, just a few blocks from CHOICE's current location. The Budget and Finance Committee and Board might need to take virtual actions within the next 60 days as the process moves further along.

6.0 Fall Executive Committee Meeting Draft Minutes (Document 2.0)

Several editorial corrections were offered for the draft 2007 Fall Executive Committee Meeting minutes, which will be reflected in the final version of the minutes to be considered for approval at the 2008 Spring Executive Committee Meeting.

7.0 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

7.1 President's Program Planning Committee Composition Revision – Add Assessment Committee Chair as Ex Officio Member (Document 3.2)

Motion: That the ACRL Board of Directors approve appointment of the Chair of the Assessment committee (or his/her designee) as ex officio member of the President's Program Planning Committee.

7.2 Not-for-Profit Entrepreneurial Best Practices Task Force Dissolution (Document 3.3)

Motion: That the ACRL Board of Directors dissolve the Task Force on Not-for-Profit Entrepreneurial Best Practices.

Strategic Area: The Profession

7.3 Confirmation of Email Vote – CUPA-HR Library Position Descriptions (Document 3.4)

Motion: That the ACRL Board of Directors confirm its email vote of July 25 - August 1, 2007, that approved the position descriptions for academic librarians as written in Document 3.4 for submission to CUPA-HR.

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

8.0 Strategic Mega-Issue Discussion: Issues Follow-up (Documents 4.0 & 4.0a)

Todaro introduced the mega-issue discussion regarding next steps for 3 recent major Board discussions, noting that the approaches taken with the white paper on diversity could be a good process to follow with other major papers: first matching the issues in the paper with ACRL's Strategic Plan areas, then pulling out any concrete recommendations in the paper into a grid showing possible implementation actions, process owners, and

deadlines for the Board to consider as it prioritizes the recommendations. She suggested that Board members keep in mind that the recommendations from each of the 3 papers on this agenda will fall into one of 3 categories:

1. ACRL is already doing this.
2. ACRL is already doing this, but could be doing it better.
3. ACRL is not doing this and shouldn't be doing it and perhaps should pass it on to someone who should do it.

Comments relevant to the discussion of all three papers included:

- ACRL has put time, funding, and effort into getting experts together to work on these issues and the Board needs to come to closure regarding what it wants to do next. Some of these papers have been on 3 or more Board and Executive Committee meeting agendas and need some hard deadlines assigned with specific actions.
- The grid developed for the diversity white paper helpfully lays out all of the possibilities and allows the Board to clearly recognize that ACRL can't follow through on every good recommendation and will have to prioritize its efforts.
- Final action on the papers could be as simple as deciding that a good article is needed for *C&RL News* or a program should be developed for an Annual Conference.
- Directors-at-Large Janis Bandelin and Karen Williams found that working on the grid for the diversity paper recommendations in a very small group worked well, particularly when they were in direct contact with the paper's authors. This approach could be used for recommendations in the other papers by selecting a couple of Board members who are knowledgeable about the summit and reaching out to a few of the key players from the summit for guidance.
- Staff could have additional suggestions for activities or implementation, as well, that the Board might not come up with.
- Staff capacity is a concern as more reports come in suggesting activities that can just be given directly to staff for implementation without member involvement.

The Board decided that it would review the recommendations grid for the diversity white paper (document #4.2c) and discuss at the Board II meeting (agenda item #29.0) whether that was the model that should be used in considering recommendations coming out of other white papers and broad issues as a tool for vetting the information that the Board receives.

8.1 Roundtable on Technology and Change in Academic Libraries – Next Steps (Documents 4.1 & 4.1a & b)

The white paper from the Roundtable on Technology and Change in Academic Libraries attracted some good publicity for ACRL and the changes that libraries are dealing with, but the recommendations in the paper are very general and hard to operationalize.

8.2 Diversity White Paper Recommendations (Documents 4.2 Cover, 4.2, & 4.2a-c)

Proposed motion: That the ACRL Board of Directors review the recommendations document and add their own comments for the discussion so that the Board can decide:

- which recommendations ACRL should accept
- which recommendations ACRL should not accept
- priority order for those recommendations that are accepted

Discussion: Due to a staff mistake with a late document, the Board just received the recommendations grid (document #4.2c) this morning, so the Board decided to take time to familiarize itself with the grid over the course of the conference and discuss the recommendations at Board II (agenda item #29.0). Bandelin and Williams noted that they hadn't found the recommendations in the paper very strong, so they pored through the text of the paper identifying potential recommendations and firming them up.

Todaro's response paper had proven helpful with several specific recommendations, as well. It was pointed out that purpose of the white paper was to cover the broad scope of the profession, and did not focus specifically on what ACRL could or should do to affect the environment. The Board's job is to decide now what role ACRL should take on given its available resources and to prioritize the activities to be pursued and the units to which those activities should be referred.

8.3 Stepping Through the Open Door: A Forum on New Modes of Information Delivery in Higher Education – Next Steps (Documents 4.3 & 4.3a & b)

At the 2007 Fall Executive Committee Meeting, there were decisions on activities that ACRL should take in response to a few of the recommendations in this paper:

1. To identify demonstration projects and best practices that showcase collaboration, ACRL planned to issue a call for members to submit their experiences opening successful dialogues with other units at their institutions, such as the book store or IT department. A task force could be formed at a later date to use these submissions to create some form of guidelines, tipsheets, or templates for others to work from on their own campuses. This call could come in the form of oral announcements at ACRL leadership meetings, such as Leadership Council or the Fellows Luncheon, by email, or in *C&RL News*. While the task force could work with ACRL's Copyright Committee, it was felt that the issues involved were too broad to give the work to the Copyright Committee itself. As of the 2008 Midwinter Meeting, this work had not yet begun.
2. Todaro and Past-President Pam Snelson had volunteered to draft a "blurb" that could be used in *C&RL News* or posted to an electronic discussion list to spark discussion. As of the 2008 Midwinter Meeting, the blurb had not been written yet.
3. The Board asked Davis to approach NACS (National Association of College Stores) and EDUCAUSE to gauge their interest in pursuing the report's recommendation that a joint task force among the associations be created to continue moving the discussion forward. Davis has since reached out to NACS about this but their response has not led to further action (document #4.3b).

One possibility for further activity along the lines of the first recommendation would be for ACRL to reach out to members suggesting concrete partnership-on-campus, like the Xanadu project to reduce duplicate licensing fees that NACS describes in document #4.3b. Again, prioritization is needed from the Board to determine which activities should be carried out.

Strategic Area: Higher Education and Learning

9.0 Revised WSS FY09 Action Plan Proposal (Document 5.0)

Motion: That the ACRL Board of Directors approve the WSS Action Plan for 2009 as amended and provides the necessary funding.

Discussion: The Board originally considered this Action Plan proposal at its 2007 Strategic Planning and Orientation Session. At that time, the Board was supportive of the proposal, but had a number of questions and concerns it wanted addressed. The Women's Studies Section (WSS) submitted this revised plan and response for the Board's consideration.

Key points from the Board's discussion included:

- The Board was uncomfortable paying someone's membership dues to join another association (the National Women's Studies Association, in this case) as part of this plan, particularly considering the precedent it could set and the fact that the memberships seem to be of benefit to the person, not to ACRL and its members. While it was recognized that there are some conferences that require membership to be eligible to present, one perspective held that people need to be willing to invest in themselves if their institution won't cover the cost of a needed membership. For purposes of supporting this particular action plan the Board decided it would allow it.

- There was concern that by funding this action plan, the Board would be effectively committing to a project requiring multi-year funding. While this plan is intended to be a one-shot action, developing discipline-specific information literacy standards is likely to take several years and WSS will need to sustain a presence in NWSA conferences and activities in order to have an impact with those standards. The response to WSS should emphasize that the Board will not fund these liaison activities indefinitely through action plans.
- In the proposal's assessment plan, the presentation is referred to as to a group. The Board would like to see the identification of several specific faculty members as a resource for the development of the standards as an expected outcome.

The Board was supportive of the plan's intent, as information literacy standards are a significant area in the strategic plan, but it must be made clear to WSS that the plan is being approved despite the Board's reservations only because it is tied to the presentation, as opposed to general attendance at the NWSA conference in a vague attempt at outreach. Davis was directed to work with Director-at-Large Lynne King, the Board liaison to WSS, and perhaps Director-at-Large Beth Dupuis to ensure that all of the Board's concerns with the WSS action plan outlined above were adequately addressed in the letter.

Action: The ACRL Board of Directors approved the WSS Action Plan proposal for FY09 as amended and directed staff to include funding of up to \$1,890 to send a panel of 2 (librarians or librarian and faculty) to the National Women's Studies Association Annual conference (2009) to discuss the subject-specific information literacy standards for the interdisciplinary field of women's studies now under development. This funding is contingent on acceptance of the presentation by the conference.

Strategic Area: The Profession

10.0 CUPA-HR Position Descriptions of Academic Librarians Task Force Updated Recommendation (Document 6.0)

Motion: That the ACRL Board of Directors approve the following recommendations of the CUPA-HR Position Descriptions of Academic Librarians Task Force:

- 1) That the ACRL Board of Directors make editorial improvements as needed and approve the "Task Force's Final Position Descriptions of Academic Librarians" as attached for transmittal to CUPA-HR for inclusion in their fall 2008 Salary Survey – to replace all current academic librarian listings in the survey.
- 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 highly visible web link or portal to present the entire spreadsheet and to include instructions about using the spreadsheet in discussions with Human Resources personnel on college and universities.

Discussion: Thomas Abbott, chair of ACRL's CUPA-HR Position Descriptions of Academic Librarians Task Force gave a brief overview of the history of the task force's establishment and work. He also thanked the Board and Director-at-Large Debbie Malone, who had served on the task force and proved an invaluable link to the Board during the task force's work.

Abbott noted that last year the task force developed, and the Board approved, an exhaustive list of 23 position descriptions. When CUPA came back with a limit of 15 position descriptions, it forced the task force to carefully review the descriptions and select those that provided the best broad representation of the profession. This is up from 6 position descriptions that have been in CUPA's survey, all of which were very outdated and last updated in the 1970s and '80s. Once the new 15 descriptions are included in CUPA's survey, starting with the fall 2008 survey, it will take about 3 to 5 years of data collection to get an accurate picture of the profession.

The task force is also now recommending that the Board assign the permanent responsibility for regularly reviewing and updating the position descriptions to the ACRL Committee on the Status of Academic Librarians. Abbott also suggested that the Board consider extending the task force to work with ACRL's new Manager of Web Services and the ACRL Marketing Academic and Research Libraries Committee (MARL) to develop a Web portal to help teach the profession about the existence and uses of these position descriptions and the data that CUPA-HR collects. The Board agreed that extending the task force was a good idea and appreciated their willingness to keep working on next steps.

It was also highlighted that Abbott was working with MARL to send a letter to the major companies that perform compensation reviews in higher education and to accreditation agencies to ask that they also recognize the updated position descriptions.

The Board was full of high praise for the excellent work of this task force and offered special thanks to Abbott for bringing the need for this work to ACRL's attention and leading the task force in such an effective manner, and to Malone for her enthusiastic work with the task force and ensuring that the Board was kept informed of the task force's progress.

Action: The ACRL Board of Directors approved the following recommendations of the CUPA-HR Position Descriptions of Academic Librarians Task Force:

- 1) Approved the "Task Force's Final Position Descriptions of Academic Librarians" for transmittal to CUPA-HR for inclusion in their fall 2008 Salary Survey – to replace all current academic librarian listings in the survey.
- 2) Assigned responsibility to the Committee on the Status of Academic Librarians for maintaining and updating the listing for academic librarians and CUPA-HR publications.
- 3) Directed that ACRL create a highly visible web link or portal to present the entire spreadsheet and to include instructions about using the spreadsheet in discussions with Human Resources personnel on college and universities.

Additionally, the Board approved an extension of the task force's existence through the 2008 ALA Annual Conference to advise the Committee on the Status of Academic Librarians as it works to implement the second recommendation and to assist ACRL staff with the implementation of the third recommendation.

Strategic Area: The Association

11.0 Budget and Finance Committee

11.1 ACRL FY07 Financial Annual Report (Document 7.1)

Budget and Finance Committee Chair Theresa Byrd noted a few highlights from the FY07 final financial report, particularly the success of the National Conference, unexpectedly strong dues revenue and membership growth, and the strength of ACRL's Web CE courses.

11.2 FY08 1st Quarter Report (Documents 7.2 & 7.2a)

Byrd pointed out that it is always difficult to read anything meaningful into a 1st quarter financial report, but that a number of projects seemed to be underperforming so far for the year. Revenue for the Statistics project was far below budget due to a delay in publication, but was expected to make up most of the gap in coming months. Web CE revenues are low for the year-to-date, due in part to the vacancy in the Manager of Web Services position. Manager of Professional Development Margot Conahan has been filling in doing a great job launching planned courses and trying to drum up future course development in the time she has, but once the Web Services position is filled more courses should start coming online later in the year.

Byrd also noted the projected deficit for FY08 as a whole since it is a non-National Conference year with significant strategic initiative support. ACRL's net asset balance remains strong and will cover the year's deficit as planned.

11.3 FY09 Budget Assumptions Revised (Document 7.3)

Byrd asked that the Board keep the fifth paragraph of the Budget Assumptions in mind as they consider Board actions with fiscal implications. The paragraph reads:

We will be expecting flat or slightly declining revenues and flat or slightly increasing expenses from FY09 for continuing programs. We anticipate additional expenses to implement the activities proposed by ACRL units for FY09 that the Board reviewed at its 2007 Board Strategic Planning and Orientation Session and described in the strategic plan, Charting Our Future. For these reasons, we expect that the first draft of the budget will result in a deficit due to new initiatives with flat revenues.

11.4 Professional Development Budgeted Revenue Policy Recommendation to the Board (Document 7.4)

Motion: That the ACRL Board of Directors approve a revision to Item 9.2.1 Budget Guidelines in the ACRL Guide to Policies and Procedures to read:

“Only 90% of the total registration revenue may be included in the budget to afford ACRL financial protection. All costs being reimbursed must be budgeted to include total revenue (including donations) and total expenses. In-kind services cannot be budgeted.”

Discussion: ACRL has had a policy of building its budgets for professional development events very conservatively, recognizing only 80% of the expected revenue while still budgeting expenses at 100% of the costs for the full expected number of registrants. ALA's Finance and Accounting department has been pressuring ACRL to budget for revenues that are closer to the expected amount and reduce the variance between the budget and actual amounts based on recommendations from ALA's auditors. The ACRL Budget and Finance Committee reviewed this document recommending an increase in the revenue recognized in the budget to 90% at its meeting earlier in the day and recommends that the Board approve it.

During the course of this meeting, Tyrone Cannon, ACRL's liaison from ALA's Budgeting Analysis and Review Committee (BARC), communicated to Davis that BARC had been discussing ALA's FY09 Division budget review guidelines and noted that they now recommend adhering to an even stricter 5% budget to actual variance. This document will be shared with the Budget and Finance Committee and the Board in time for the second Board meeting at conference.

Action: The ACRL Board of Directors approved a revision to Item 9.2.1 Budget Guidelines in the ACRL Guide to Policies and Procedures to read:

“Only 90% of the total registration revenue may be included in the budget to afford ACRL financial protection. All costs being reimbursed must be budgeted to include total revenue (including donations) and total expenses. In-kind services cannot be budgeted.”

11.5 CHOICE Building (Document 7.5)

CHOICE Editor and Publisher Irv Rockwood updated the Board on the status of the office space purchase. The Liberty Square development in Middletown is looking very promising and attorneys for both parties have been working on a purchase and sale agreement following the letter of intent that was signed last fall.

ALA Finance and Accounting is still deciding how it would like to handle the financing and capitalization expenses, including the length of the loan. Rockwood still expects that the down payment would come from CHOICE's operating reserve fund. The preliminary FY09 budget that Rockwood prepared for Midwinter does not include provisions for the office purchase, as there are a number of expenses that are dependent on ALA's final decisions in these areas. As decisions are made through the spring, Rockwood will update the budget for the final version to be approved at the Annual Conference. He expects that CHOICE's operating expenses will increase with ownership, but not by much.

Benefits of the purchase, aside from the appreciating asset, will include more space for CHOICE staff, including a meeting room for the first time. The space is expected to serve CHOICE's needs for many years to come.

The Board will be asked to consider a virtual action to approve the next step in the purchase, sometime in the next 2 to 3 months. Rockwood stated that CHOICE could potentially move in to the new property as soon as early 2009, as construction is about to begin on the site. The Board applauded Rockwood for his long and hard work on this project.

12.0 IS Bylaws Process (Document 8.0)

Motion: That the ACRL Board of Directors allow the Instruction Section's (IS) proposed by-laws changes -- if they are recommended by the ACRL Bylaws Committee and approved by the ACRL Board of Directors -- to be placed on the Spring 2008 ballot for IS membership approval by voting.

Discussion: In discussions with Eli Mina, ALA's Parliamentarian, in 2007, it was determined that ACRL's long-standing practice of placing Section bylaws revisions on the annual ballot for approval by the Section's membership once the revisions were approved by the ACRL Board of Directors was an unnecessary extra step. Article XVI, Section 2 of the ACRL bylaws reads, "Each section shall propose its own bylaws for the approval of the Board of Directors." Mina interprets this as meaning that once the revisions have been proposed by the Section and approved by the Board, they are in effect with no additional action required.

While some Sections have viewed this change as a welcome reduction in the number of processes they have to pursue to make a change, IS worries that its membership will feel cut out of the process and that it gives the ACRL Board a symbolically significant last word in any Section bylaws revisions. IS has requested that the Board allow it to place a proposed revisions to its bylaws on the ballot as it had in the past. Additionally, IS interprets its own bylaws as meaning that such a membership vote is still required, although it was pointed out that ACRL Bylaws supersede Section bylaws, just as ALA's Bylaws and Constitution supersede those of its Divisions. Article XI, Section 2 of the IS Bylaws reads:

A vote to amend the bylaws shall be held in accordance with ALA and ACRL bylaws and procedures. Amendments may also be presented for a vote at a special Section membership meeting if material about the proposed amendment(s) is distributed to the membership not less than one month prior to the meeting at which it is to be acted upon. Amendments to the bylaws shall be passed by a majority of those members voting.

The Board discussed the need for consistent process against the apparent expectations by IS leadership and membership and decided that it was not worth risking alienating the Section over this issue and that IS would be allowed to go ahead with the placement of the Bylaws revision on the ballot. It was suggested that IS be asked

to publish a piece in its spring newsletter to educate members that this process is no longer required and that membership input should be sought on the front end of the process, before the Section brings bylaws revisions forward to the ACRL Board for approval. It was also noted that if the proposed ACRL Bylaws revisions creating the Communities of Practice structure are approved this spring, Sections will be transitioning their bylaws to a set of policies and procedures that should be more easily revised and flexible, meaning this may not be an issue in future years.

Action: The ACRL Board of Directors approved an exception to the standing interpretation of the ACRL Bylaws to allow the IS proposed by-laws changes -- if they are recommended by the ACRL Bylaws Committee and approved by the ACRL Board of Directors -- to go the additional step of being placed on the Spring 2008 ballot for IS membership approval by voting.

13.0 Assessment Activities Review (Document 9.0)

Motion: That the ACRL Board of Directors confirm that these are the next steps for the Assessment Committee to take:

1. The Committee will focus its attention on working with the current ACRL President's Program Planning Committee to ensure measurable outcomes are developed for the current president's priority initiatives. Assessment Committee members will have input into the language of the outcomes so that they can select/develop assessment methods before the activities are underway.
2. Assessment of initiatives from previous presidencies will not be handled by the Assessment Committee. A consultant could work on these, as well as an evaluation of the early assessment activities by ACRL chapters, if the Board desires.
3. During the next year, the Committee will focus on the design and implementation of outcomes-based evaluation and other assessment methods of the activities in support of the president-elect's goals and priorities. The Committee will make recommendations to the Board, as necessary, for contracting with a consultant and/or increasing the number of members to serve on the Assessment Committee.

Discussion: Regina McBride, ACRL Assessment Committee Chair, was present for the Board's annual discussion of its assessment priorities for the association. McBride noted the committee's work over the last year to help educate ACRL units on good assessment practices for their action plan proposals. The Board credited the Assessment Committee's training at the 2007 Annual Conference as well as staff improvements in the proposal form for improving the assessment plans including in the FY09 action plan proposals that were considered by the Board last fall.

The committee has otherwise been working on assessment of each president's priorities, such as the recruitment and retention wiki developed with Todaro's guidance by last year's Emerging Leaders group. It is also connecting with Linke to begin engaging with her goals and priorities for FY09. Earlier in this meeting, the Board acted to add the chair of the Assessment Committee as an ex officio member of President's Program Planning Committees to further strengthen this tie (agenda item #7.1). Because of the importance of implementing an assessment plan during the development of an activity when expected outcomes are established, it was noted that the Assessment Committee would not be doing any further work to try to assess the initiatives of former presidents.

The Board briefly considered whether to revise the Assessment Committee's charge to codify the assessment work done around each president's priorities, but it was noted that the Board originally envisioned a broader assessment of activities supporting all aspects of the strategic plan and that the focus on presidents was intended as a starting place, so the Board decided not to specifically limit the scope of the charge at this time. Because the committee checks in with the Board annually for review and further instruction, like it is here, it is easy for the Board to change the assessment focus in the future if it is deemed necessary. It was also suggested that the Board might want to consider having a review like this scheduled with other committees to keep their work on track with the Board's priorities.

Action: The ACRL Board of Directors confirmed that these are the next steps for the Assessment Committee to take:

1. The Committee will focus its attention on working with the current ACRL President's Program Planning Committee to ensure measurable outcomes are developed for the current president's priority initiatives. Assessment Committee members will have input into the language of the outcomes so that they can select/develop assessment methods before the activities are underway.
2. Assessment of initiatives from previous presidencies will not be handled by the Assessment Committee. A consultant could work on these, as well as an evaluation of the early assessment activities by ACRL chapters, if the Board desires.
3. During the next year, the Committee will focus on the design and implementation of outcomes-based evaluation and other assessment methods of the activities in support of the president-elect's goals and priorities. The Committee will make recommendations to the Board, as necessary, for contracting with a consultant and/or increasing the number of members to serve on the Assessment Committee.

14.0 ACRL-driven Applied Research (Document 10.0)

As noted in the adoption of the meeting agenda (agenda item #3.0), this item was postponed to the Board II meeting (agenda item #28.0).

15.0 Task Forces and Board Working Group Updates

15.1 *Due to a change in the agenda, there was no document 11.1.*

15.2 Second Life Task Force Final Report (Document 11.2)

Recommended Motion: That the ACRL Board of Directors approve the next step recommended in the Second Life Task Force's final report - the building of an ACRL presence in Second Life, specifically, on the ALA Island – and that the Board consider how, organizationally, ongoing maintenance of any Second Life presence would be handled. The task force suggested in its report that it be done by an ACRL staff person.

Discussion: Scott Vine, Chair of the Second Life Task Force, summarized the task force's work since its establishment in May 2007. He noted that the task force did not complete the charge's task to setup and decorate ACRL's space in the ALA building, because things have changed quickly over the last 6 months. ALA now occupies a whole island (donated by San Jose State University) and it was decided that it made more sense in the Second Life environment for different units to have their own buildings rather than occupying different floors or rooms in a single building. The island has an Epcot Center-like design with structures laid out around a large central area with an auditorium. ACRL can claim a kiosk or parcel of its own and set it up for approximately \$5 US. A kiosk can handle about 60 to 75 avatars at a time.

An ACRL member has agreed to do the basic construction of the site, if the Board approves, but long-term maintenance and staffing remains an issue. It was suggested that ACRL could arrange internships with San Jose State University students or assign it to ACRL staff. Several Board members were sensitive to adding to ACRL staff's workload, and pointed out that there were probably a number of new members in ACRL who have the needed skills and would be grateful for the opportunity to contribute to the association. There could also be an opportunity here for a new Interest Group if the Communities of Practice structure passes in the spring's bylaws vote.

In Second Life, you must host activities and events to be successful. In the future, ACRL can easily add "real" marketing, such as covers of recently published books with links to the ALA online store, to its property in Second Life. The 2009 National Conference Virtual Conference Committee has also discussed the possibility of hosting some of the associated events in Second Life.

The need for some sort of regular assessment of ACRL's presence in Second Life was discussed, particularly given the speed with which things change online.

The Board decided to reconvene the task force with the previous members who were interested and a few additional members to oversee the construction of ACRL's presence in Second Life. Dupuis will work on a new recommended action for Board II, including next steps that will extend the task force and provide some specific funding amounts (agenda item #34.0). The goal is to have ACRL's presence firmly established by the 2008 Annual Conference.

The Board offered its thanks to Vine and the rest of the task force for its work on this project. The Board and audience also took a moment of silence in recognition of Mark Bard, the Technology Policy Analyst from the ALA Washington Office who was recently critically injured in an accident. Bard gave the ACRL Executive Committee an introduction to Second Life at its 2007 spring meeting when it was discussing the formation of this task force.

15.3 Structure/Bylaws Changes Communication Plan (Documents 11.3a & b)

Board members shared the feedback they had received at the previous day's Leadership Council and elsewhere regarding the proposed structure and bylaws changes that it would vote on at Board II (agenda item #30.2), particularly the creation of the Communities of Practice, including Interest Groups. The feedback had generally been quite positive, with people who expressed concerns about it at the 2007 Annual Conference now more comfortable with the idea. Some of the specific suggestions and comments included:

- Appreciation that the Board will be looking carefully at overlap with other ACRL units when approving the establishment of new Interest Groups or other units, but concern that they might overlap with other ALA Divisions.
- A suggestion that Interest Groups be required to schedule their meetings outside of the "primetime" slots on Saturday and Sunday to soothe concerns that they will siphon interest and members from existing Sections.
- Glad that Section bylaws will go away, reducing some of the perceived bureaucracy.
- ACRL should create a matchmaking service of sorts online, with a questionnaire that members could complete to produce a list of suggested units they might find interesting. *Staff note: just such a service is currently being considered as part of ALA's Website and Online Communities redesign.*

Board members were encouraged to continue seeking feedback during the course of the conference, in anticipation of the Board's final vote at Board II to place the bylaws revisions on the spring ballot.

16.0 ALA Council Issues

16.1 RBMS 50th Anniversary Resolution (Document 24.1)

Motion: That the ACRL Board of Directors approve the RBMS 50th Anniversary Resolution, incorporating any revisions it sees fit to appropriately recognize the contributions of RBMS to ACRL and the special collections library profession. If the Board approves the resolution, it will direct the ACRL Councilor to take it to ALA Council for consideration by that body during its Midwinter Meeting.

Discussion: The Board congratulated RBMS on its anniversary and its continued good work.

Action: The ACRL Board of Directors approved the RBMS 50th Anniversary Resolution and directed the ACRL Councilor to take it to ALA Council for consideration by that body during its Midwinter Meeting.

16.2 ALA Electronic List Resolution (Document 24.2)

The Board discussed the proposed ALA Electronic List Resolution, which tries to link electronic discussion lists to ALA's open meetings policy and allow at least read-only access to all of ALA's discussion lists by any member. Highlights of the discussion points included:

- There are many other options for members to get information about the association.
- Discussions on the ACRL's Board's list often include proprietary information that would require a closed face-to-face meeting anyway. This includes topics like real estate, business plans, potential new products and services, and potential appointees for various projects. Other lists discuss closed information like application reviews for institutional hosts of institutes and other professional development events, refereed program proposals, journal articles, award applications, and competitive institute participant applications.
- It was not known whether discussion lists hosted by other institutions, as several ACRL Section lists are, would or could be included in this.
- Because of ALA's track record with technology support, any change like this would need to be exhaustively tested before rolling it out association-wide.
- There were also questions about the method of member authentication and whether the owners or participants of lists would be able to see who the read-only "lurkers" are, just as they would be able to see observers in an open face-to-face meeting.

As noted in the Division Councilor's report (agenda item #5.3), Morrisey expected this resolution to be referred to ALA's task force on electronic participation.

16.3 Proposed Revisions to the ALA Code of Ethics (Document 24.3)

Motion: That the ACRL Board of Directors endorse the proposed changes to the ALA Code of Ethics and communicate such to the ALA Office for Intellectual Freedom by Sunday, January 13, 2008.

Discussion: Several Board members commented that they did not consider the new language in section IV, regarding the protection of intellectual property rights, to be an improvement over the current language.

Action: The ACRL Board of Directors endorsed the proposed changes to the ALA Code of Ethics, as submitted in ACRL Board document #24.3, and directed staff to communicate such to the ALA Office for Intellectual Freedom by Sunday, January 13, 2008.

17.0 New Business

There was no new business.

The meeting was adjourned at 5:00 p.m.



Association of College and Research Libraries
Board of Directors Meeting II
Midwinter Meeting
Tuesday, January 15, 2008
1:30 – 4:30 p.m.
Loews Philadelphia Hotel – Congress A
Philadelphia

Midwinter Board Meeting II Minutes

Attendees:

Board Members: Julie Todaro, Erika Linke, Pam Snelson, Theresa Byrd, Locke Morrissey, Mary Ellen Davis, Janis Bandelin, Mary Carr, Beth Dupuis, Lori Goetsch, Lynne King, Michael LaCroix, Debbie Malone, and Karen Williams.

Visitors: Camila Alire, Elizabeth Henry, Bill Nelson, Emily Sheketoff, Janice Simmons-Welburn, and J. Linda Williams.

Staff: Margot Conahan, David Connolly, Kathryn Deiss, David Free, Kara Malenfant, Mary Jane Petrowski, and Irv Rockwood.

18.0 Call to Order

President Julie Todaro called the meeting to order at 1:34 p.m.

19.0 Opening Remarks

20.0 Adoption of the Agenda

Action: The ACRL Board of Directors adopted the agenda.

21.0 ALA Presidential Candidate – J. Linda Williams

Linda Williams, one of the candidates this year for ALA President, was allowed 5 minutes to address the Board to articulate her qualifications for office and vision for ALA should she be elected.

22.0 ALA Washington Office Update (Document 12.0)

Emily Sheketoff, Executive Director of ALA's Washington Office (WO), provided a brief overview of the update document that had been shared with the Board. Highlights of her report included:

- The Library of Congress' Copyright Office Section 108 Working Group has been meeting for over a year and is scheduled to approve a final draft of its report by the end of January, followed by a public release. ACRL member Jim Neal was vigilant in representing library interests on the group and refused to sign the first draft of the report because it was so unfavorable to library interests.
- The WO has instituted a fellowship program in the Office for Information Technology Policy (OITP). Through the program, the WO will bring in experts in various policy areas to further the mission of the OITP. If ACRL members are interested in participating they should contact the WO. This program could help expand ALA's influence without having to expand the number of ALA staff. The WO is also getting a Google fellow for the summer, which Google is funding.
- WO staff expects that FY09 will be a year with a lot of federal action of interest to libraries as a number of issues that have been bubbling up for the past few years come to a head. Sheketoff encouraged ACRL to ensure that there is an academic librarian prepared for grassroots advocacy activity in every state.

22.1 ALA Government Information Dialogue Meeting – December 2007 (Document 12.1)

Todaro and former Director-at-Large Nance Allen represented ACRL at the ALA Government Information Dialogue Meeting the previous month, with ACRL Scholarly Communication/Government Relations Specialist Kara Malenfant, ACRL Science and Technology Section (STS) Government Information Committee Co-Chair Damon Austin, and Aaron Dobbs, part of ACRL’s Legislative Advocates network, as observers. Sheketoff reported that the ALA Committee on Legislation is discussing how to keep the dialogue between ALA units moving forward.

23.0 Draft Protocol for Responding to Requests for Official ALA Statements/Positions (Document 13.0)

The Board briefly discussed its concerns with ALA’s Protocol for Responding to Requests for Official ALA Statements/Positions, referring to the draft from October 15, 2007. Specific issues raised, listed by section of the draft protocol, included:

1. Is there already an official position?

There were no concerns about this section.

2. Who can issue an official statement?

The phrase “in consultation with the President and Executive Director” raised concern, as if it means the ALA President and Executive Director, that would seem to conflict with the existing policy in the ALA Constitution, Article VI. Divisions, allowing type-of-library Divisions the authority to take positions without requiring such consultation. This concern is also reflected in part 4 below.

Board members were most concerned about sections 3, 4, and 5:

3. Who needs to be consulted?

How is the unit with “primary responsibility” for starting these dialogues determined?

How are the other appropriate units that should be involved in such a dialogue determined for a given issue?

4. What about joint statements with outside organizations?

See the concern about the autonomy of Divisions in part 2 above.

5. What if there is not sufficient time to consult all parties or if there is a difference of opinion among units?

Does this section mean that if agreement among ALA units can’t be reached on an issue, that no official ALA statement or position will be taken?

What record is kept when ALA has chosen not to make a statement on an issue?

Statements are often needed extremely quickly if a response to an issue is to be meaningful. It is not clear what process can be in place to allow multiple parties to have sufficient input and still get a statement out in a timely manner.

Todaro stated that she will compile the notes she took at December’s ALA Government Information Dialogue Meeting and add former ACRL Director-at-Large Nancy Allen’s input. She asked that other Board members offer her any feedback they have on the draft protocol by January 24, 2008, for her to add to her compilation, which will then be forwarded to ALA.

24.0 Digitization, e-Government, and ACRL role (Document 14.0)

Background: In December 2006, the Government Printing Office invited then-President Pam Snelson to represent ACRL at a January 11, 2007, meeting to evaluate their digitization demonstration project. Snelson and then-Vice-President/President-Elect Julie Todaro were both unable to attend, so John Shuler, full professor

and the documents librarian at the University of Illinois in Chicago, was invited to attend and represent ACRL. Shuler reported back on the meeting in document 14.0 and “strongly recommend[ed that] ACRL set up a more formal mechanism with GPO to advise and support its future digitization efforts. To this end, [Shuler was] willing to assist in any fashion, or serve on any group ACRL may want to establish.” Staff suggested that the Board discuss, in general, how the ACRL structure can accommodate requests related to digitization, such as this, which do not fall easily into an existing Committee or Section and that the Board determine in particular what response they would like to give to John Schuler on his report.

Discussion: This item was on the 2007 spring and fall Executive Committee meeting agendas, but the Executive Committee did not have time to address it either time. The Board briefly discussed the need for a structure and home for digitization and more generally for emerging content areas that, like digitization, do not have a natural fit with an existing ACRL unit. The potential new ACRL Interest Group unit was suggested as an option to create homes for specific issues that have enough members interested in them. Other suggestions included creating some type of structure like ACRL’s Council of Liaisons to manage specific liaisons assigned to represent ACRL on different issues like Shuler had for digitization, or creating an option like the Washington Office’s new Fellowship program to bring in experts in various areas to further the mission beyond the capabilities of the existing staff positions.

The Board decided that it would like to see something specific done regarding the digitization and GPO issue in the coming months and could use the resolution of that matter as a basis for further discussion about the underlying structure and process issue. Directors-at-Large Lori Goetsch and Debbie Malone will work on a grid similar to that used for the diversity issue and prepare a list of recommended actions for the Board to consider at the 2008 Spring Executive Committee Meeting.

25.0 Councilor’s Report

Division Councilor Locke Morrissey updated the Board on issues of interest to ACRL that have come up during the course of the conference. Key points included:

- There were a reported 13,601 attendees at conference, up about 1,400 from the 2007 Midwinter Meeting in Seattle.
- The electronic list resolution discussed at Board I (agenda item #16.2) was referred to ALA’s task force on electronic participation, as expected. Morrissey wants ACRL to be proactive regarding this issue and send its concerns to the task force while it considers the issue, rather than waiting to respond to a new policy once it is released. He will collect comments from Board members and contact the task force by the end of February. Board members were encouraged to include any comments they heard from the Sections to which they are assigned.
- Morrissey noted that the RBMS Anniversary Resolution the Board endorsed at Board I (agenda item # 16.1) should be on the next day’s Council meeting agenda.
- The ALA Council has been discussing shortening its time at conference by rescheduling to eliminate meeting on the Wednesday at the end of conferences. The issue has been referred to the ALA Budget Analysis and Review Committee (BARC) to determine what effect that might have on existing contracts and agreements for upcoming conferences.

26.0 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

26.1 EBSS Bylaws Revision (Document 15.1)

Motion: That the ACRL Board of Directors approve the proposed changes to Section 4 of the Education and Behavioral Sciences Section (EBSS) Bylaws as follows.

Section 4. Duties of Officers.

(c) **Past Chair:** The Immediate Past Chair serves on the Executive Committee for one year. ~~The Immediate Past Chair may serve as the chair of the Nominating Committee.~~

The Past Chair is responsible for:

1. serving as an officer of the Section and assisting in advancing the goals and objectives of the Section and ACRL;
2. serving as a member of the Executive Committee, attending meetings of the Advisory Council at Annual and Midwinter Conferences;
- ~~3. may serve as the chair of the Nominating Committee;~~
- 4. 3.** Other tasks according to the Section Bylaws or as assigned by the Section Executive Committee.

26.2 IS Bylaws Revision (Document 15.2)

Motion: That the ACRL Board of Directors approve the proposed change to Article VI and IX of the ACRL Instruction Section (IS) Bylaws as follows:

Article VI. Executive Committee - Section 1. Composition. The Executive Committee shall consist of the officers and ~~three~~ **four** Members-at-Large who shall serve ~~three~~ **two**-year terms which will overlap so as to provide continuity of policy.

Article IX. Nominations and Elections - Section 1. Nominating Committee. The Vice-Chair/Chair-Elect will appoint a Nominating Committee of at least three personal members of the Section, one of whom will serve as chair of the committee. This committee will prepare a slate of at least two nominees for each of the offices of Vice-Chair/Chair-Elect, Secretary, and **for each open** Member-at-Large **position**.

26.3 Approval of 2007 Annual Conference Minutes (Document 3.1)

Motion: That the ACRL Board of Directors approve the 2007 Annual Conference meeting minutes.

Strategic Area: Higher Education and Research**26.4 Information Literacy Standards for Anthropology and Sociology Students (Document 15.3 FINAL)**

Motion: That the ACRL Board of Directors approve the "Information Literacy Standards for Anthropology and Sociology Students."

26.5 C&RL Editorial Board Revised Composition (Document 15.4)

Motion: That the ACRL Board of Directors approve the addition of three editorial board positions to the C&RL Editorial Board to allow for broader diversity of board composition. These three additional positions will be utilized to expand the diversity and representation of types and sizes of libraries on the C&RL Editorial Board.

With this change, the composition instructions for the *College & Research Libraries* Editorial Board in the *ACRL Guide to Policies and Procedures* (Section 13.9.2.A) will be updated as follows:

1. Nine to ~~12~~ **15** members, in addition to ex officio members, the exact number to be decided by the editor according to need.
2. Three-year terms generally corresponding to that of the editor.
3. Members to serve no more than two consecutive terms.

4. Ex officio members: ACRL past-president, ACRL executive director, ACRL Publications Committee chair, the *C&RL News* editor, the *C&RL* editor (chair).

26.6 ACRLog Advisory Board Revised Composition (Document 15.5)

Motion: That the ACRL Board of Directors approve the following revisions to the *ACRL Guide to Policies and Procedures*, Section 13.9.2, Section H - Composition of editorial boards - *ACRLog* and rename the Blog Advisory Board the *ACRLog* Advisory Board.

A. The *ACRLog* Advisory Board (AAB)

Charge

The *ACRLog* Advisory Board's (AAB) charge is to oversee *ACRLog*, an official weblog of ACRL, and to consult with and advise the *ACRLog* Blog Team; appoint the Blog Team Coordinator; create opportunities for ACRL members, as well as other academic partners, to participate in the public platform dedicated to discussing issues affecting college and research libraries as well as higher education institutions; recommend policies and procedures, as needed, to guide the operation of *ACRLog*; observe trends in blog technology and design, and recommend enhancements to the *ACRLog*; collect relevant data for reporting and assessment; promote *ACRLog* to ACRL members and other constituencies; identify and implement strategies to boost readership and participation.

Specific Requirements of Membership Composition:

1. The AAB will consist of a Chair, and a minimum of three members.
2. Ex officio members: ACRL Executive Director; ACRL Publications Coordinating Committee Chair; Blog Team Coordinator.
3. AAB members serve two-year staggered terms; initially, one member will serve a one-year term, but subsequent members will serve two-year terms in order to stagger membership on the AAB.
4. Members to be recommended by the AAB Chair and approved by the ACRL Publications Coordinating Committee Chair for appointment by the ACRL Vice-President.
5. Blog Team Coordinator recruits new bloggers, and coordinates the process of adding new bloggers and reporting team changes to the AAB. The Coordinator serves at the liaison between the AAB and bloggers, and brings to the AAB any issues or concerns that require policy or procedural oversight.

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

Strategic Area: The Profession

27.0 ACRL Consultants Service (Document 21.0)

Motion: That the ACRL Board of Directors approve the Consulting Services Program pilot as outlined in document 21.0.

Discussion: ACRL Content Strategist Kathryn Deiss shared some background for this proposal with the Board, noting that ACRL Associate Director, who handles ACRL's general advisory queries, frequently receives requests for various kinds of consultation assistance. Deiss partnered with ACRL member Lance Query, Dean of Libraries at Tulane University, to conduct an assisted self-study as a pilot for an ACRL-based consultants service. While the experience did bring some of the challenges of this kind of work to light, it was successful and suggested that this was a useful service for ACRL to consider institutionalizing.

Deiss and Davis spoke to a small group of members they identified as potential consultants for the service at a meeting earlier in the conference. The feedback they received will be considered as they further develop plans for the service. An Association of Research Libraries (ARL) director suggested at the meeting that ARL's

consultant service is currently serving the library assessment needs of about half of the ARL libraries. With the other half possibly in need of assistance, to say nothing of the other types of libraries, and only a few professional consultants in the market, there seems to be ample opportunity for ACRL to step in with its own take on consulting.

Deiss and Davis would like the Board to consider whether it would like development of the service to continue and whether it should be expected to break even financially or if it should be partially subsidized as a member service. The Budget and Finance Committee reviewed this proposal and expressed a desire to see the project break even within its first year. From her experience at ARL, Deiss thinks this could be a difficult service from which to make a significant profit. Staff is concerned that the only room for adjustment in the draft FY09 budget drawn up for the project is in the fee structure, and ensuring that the project would break even could induce a sense of “sticker shock” among many academic librarians.

The Board’s feedback focused on the following areas:

- Pricing tiers and amounts
 - The Budget and Finance Committee recommended anywhere from \$1,200 to \$2,000 per consultant per day for each visit.
 - The Board generally agreed that the pricing in the proposal was lower than it could be for the kind of services proposed, but worried that raising them outright would price out smaller colleges and universities that might benefit from the service. Staff was encouraged to consider tiered pricing based on the size of the institution.
 - While the preference of the Board leaned toward having at least two consultants team for visits (mix of staff and adjunct consultants), both to produce the best results and to help limit ACRL’s exposure to liability issues, it was also recognized that some potential customers would not want to pay for more than a single consultant on the visit.
- Is it reasonable to expect this project to show positive net revenue, particularly in the first few years?
 - The Board was less concerned than the Budget and Finance Committee about seeing the service make a profit in its first few years. It would be difficult in the short-term to recoup the funding needed to ensure that the service produced results of the highest quality out of the gate.
- Should a report be included in the base price or should be an optional additional fee?
 - Opinions varied about whether to include a written report in the base consulting price or if it should be an add-on option for an additional charge. Either way, it should be made extremely clear when discussing a potential consulting job with a customer.
- What types of consulting should ACRL consider including in the future?
 - It was noted that there are consultants on a variety of topics already in the market, and that ACRL could potentially go in a number of directions in the future if the assisted self-study variety are successful.

The Board cautioned that if ACRL is to go forward with its name on this service, it must be of the highest quality. It was noted that the process for selecting adjunct consultants was still being decided. Staff’s goal at this point is to develop an honorable selection process with representation from respected members. At least one Board member advocated including a current member of the Board in all aspects of the selection process.

Vice-President/President-Elect Erika Linke and Director-at-Large Mary Carr agreed to work with staff to further flesh out this proposal in time for more discussion at the 2008 ACRL Spring Executive Committee Meeting.

Action: The ACRL Board of Directors approved the further investigation, exploration, and development of the Consulting Services program pilot and directed that a subgroup of the Board prepare a report for Spring Executive Committee Meeting.

28.0 ACRL-driven Applied Research (Document 10.0 REVISED)

Motion: That the ACRL Board of Directors approve the business plan presented in document 10.0 REVISED, including \$113,000 for development expenditures in FY08, which includes a consultant to help assist staff and the advisory board with identifying topics, developing the research questions and reviewing the reports, as well as \$10,000 to fund an initial face-to-face meeting of the advisory committee.

Discussion: Staff's proposal for a new applied research subscription product was first discussed by the ACRL Executive Committee at the 2007 Fall Executive Committee Meeting. Associate Director Mary Jane Petrowski began researching and developing the concept nearly a year ago and has since incorporated the feedback offered by the Executive Committee. After reviewing the proposal with the Budget and Finance Committee earlier in the conference, staff is now asking the Board for its formal approval to move forward with development and for additional feedback. The Budget and Finance Committee was supportive, and noted that there is always a need for solid data about academic and research libraries. The committee also suggested increasing the amount requested in FY 2008 for development and launch expenses by \$35,000, feeling that this project will be staff intensive and will require additional support.

Last summer Petrowski commissioned some market research to get a better sense of the expectations for this kind of product. The proposal includes several different kinds of products bundled into subscriptions, including print and electronic versions of the reports, and an option for ala carte report purchases for those who don't want the full subscription but are interested in a particular issue. Research for the reports will be performed by an outside firm, and a likely candidate has been identified and used as the basis of the draft FY 2009 budget for the project.

With the Board's approval, the next step will be to establish an advisory board and begin selection of the initial topics for each report. Staff and the advisory board will monitor research agendas from related organizations, such as ARL and EDUCAUSE, to avoid duplication of topics. The first report will be a complimentary preview and must have a topic with particularly broad appeal. Davis noted that this venture probably was the riskiest proposal she had ever brought to the Board, but the need and opportunity for success seem to be in place for the product, and that ACRL had a net asset balance that allows ACRL to take calculated risks to provide innovative new products and services to the profession.

Key points and suggestions made by the Board included:

- Members at the previous week's ACRL Leadership Council discussed aspects of ACRL's statistics collection practices and publication and had noted that they need much more analysis than is currently available, not just additional raw data. The research reports must give high level administrators the information they need and concrete recommendations they can share with their provosts and other administrators.
- Topic Selection
 - Topic selection will be tricky when trying to appeal to all types of libraries. There was some concern that in trying to appeal to everyone, topics could wind up being on the superficial side. One approach could be breaking down the analysis part of reports by type of library, with recommendations tailored for each type. Another idea was to have a special issue each year that targets each type of library. One Board member noted that even when a topic is not directly germane to her type of library, reading about issues important to other types of libraries still gives her ideas that she can modify to be applicable to her environment.
 - It was suggested by the Budget and Finance Committee that the committee and the Board be able to vet the topic of the initial report.
 - ACRL's Fellows could be an ideal group to solicit for potential topics.
- Pricing
 - In addition to the option of subscribing to either print or electronic versions of the reports, there should be an option to subscribe to both.

- Graduated pricing should be considered to keep from pricing out the smaller libraries in the market. This was of particular concern to members who work at community and junior colleges.
- The corporate rate should be much higher, perhaps \$4,000.
- Ala carte availability of individual reports should be embargoed to improve the incentive to subscribe. Six months was suggested for the embargo period.

The Board and Budget and Finance Committee were very supportive of this proposal, noting that while both the applied research series and the consultants service bear significant risk for the association, they were clearly carefully considered and developed. These services have the potential to significantly increase ACRL's influence on academic and research librarianship.

Linke and Past-President Pam Snelson agreed to work closely with staff as the project is ramped up in the coming months.

Action: The ACRL Board of Directors approved a business plan for an ACRL-driven applied research service, including \$113,000 for development expenditures in FY08, which includes a consultant to help assist staff and the advisory board with identifying topics, developing the research questions and reviewing the reports, as well as \$10,000 to fund an initial face-to-face meeting of the advisory committee.

Additionally, the Board supported the recommendation of the ACRL Budget and Finance Committee to add \$50,000 to the FY09 budget proposed in the business plan for a consultant to continue helping staff with the project.

29.0 Diversity White Paper Recommendations (Documents 4.0, 4.0a, 4.2 Cover, 4.2, & 4.2a-c)

The Board reviewed the grid of recommendations for the diversity white paper (document 4.2c) to begin prioritizing future actions for the association in this area. Highlights of the discussion included:

- Most of the recommendations focused on ALA's Emerging Leaders program and Spectrum Scholars have been addressed to varying extents (**recommendations 1, 9, 13, 19, 21**). The recruitment and retention wiki touches on several of the recommendations.
- Parts of the sub-recommendations under **recommendation 2** could be acted on quickly using focus groups or surveys and move ACRL toward having concrete data with which to work. Work toward these could be a good visible cue to the community of ACRL's commitment to diversity, could engage the community, and could help ACRL develop good practices to use for other topics. These sub-recommendations include:
 - 2.a)** Identify best practices for recruitment of minorities into the profession.
 - 2.d)** Identify best practices for retaining minority librarians in the profession.
 - 2.f)** Identify best practices for preparing minority librarians for advancement in the profession.
- Support for two other sub-recommendations was mixed, with concern expressed that they suggest researching the profession at large, requiring exorbitant amounts of time, money, and effort to implement. ACRL could consider partnering with another organization or ALA at large, but they should not be first recommendations to which ACRL devotes resources.
 - 2.c)** Create a mechanism for gathering and maintaining reliable and accurate demographic data for the profession overall and academic librarians in particular.
 - 2.e)** Identify or commission longitudinal research on the success of retention strategies (empirical evidence).
- For **sub-recommendations 2.e (above) and 2.g**, ALA and ACRL's Spectrum Scholars programs could be asked for an assessment. Budget and Finance Committee Chair (and former chair of the ACRL Dr. E.J. Josey Spectrum Scholar Mentor Committee) Theresa Byrd noted that ALA has over 10 years of data for the Spectrum Scholars and ACRL has data for the last few years since its program was launched.

2.g) Identify or commission longitudinal research on the success of advancement strategies (empirical evidence).

- **Recommendation 8**, “Create conference program tracks / identification for diversity content,” has been addressed by program tracking at National Conferences.
- While the Racial and Ethnic Diversity Committee (RAED) should be involved in the implementation and work on many of the recommendations, it is not intended that they do all of the work. Other committees should also be involved as appropriate and it should be clear that diversity is a broad issue, not to be relegated off to RAED and forgotten about. The Board should first prioritize items, then direct RAED to tell the Board how the association should implement them.
- As has been noted in previous discussions about the diversity white paper, ACRL must get ALA’s support and collaboration to gather data from across the profession and the association. This is an important first step to establishing any kind of longitudinal tracking.
- Regarding the marketing campaign aspect of the recommendations, clearly ACRL and even ALA cannot mount a campaign of the scope of Johnson & Johnson’s discovernursing.com campaign, which cost around \$50 million and involved hosted events, television commercials, and print ads all driving traffic to a sophisticated, ultra-current, staff-intensive Website. What ACRL could realistically do, however, is ensure that its marketing materials target diversity. Todaro’s 2008 Presidential Initiative Steering Committee is assessing current ACRL marketing materials, including the recruitment video launched several years ago.

The Board decided that Janis Bandelin and Karen Williams, the Directors-at-Large who developed the recommendations grid, would work with Todaro and Byrd to update the grid, graying out those that are already being addressed. The grid will then be sent to RAED with instructions to come back to the Board with suggestions for implementing the top priorities. The next review of the recommendations will be on the 2008 Spring Executive Committee Meeting agenda.

Strategic Area: The Association

30.0 ACRL Bylaws Revisions – Second Vote for Placement on 2008 Ballot (Documents 11.3a & b, 16.0a & b)

30.1 Various Minor Bylaws Revisions (Document 16.1)

Motion: That the ACRL Board of Directors approve for a second time the following bylaws changes for placement 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: These bylaws revisions were generally just cleaning up language to reflect current practice and realities and were not controversial. Snelson noted that in her experience as past-president, the change removing the past-president's responsibility for serving as an ex officio member of each editorial board was a good idea. With the coordinating committee structure in place, the need for that level of interaction with each editorial board seemed unnecessary.

The Bylaws Committee has been asked to develop background for the ballot placement.

Action: The ACRL Board of Directors approved for a second time the following bylaws changes for placement 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.

30.2 Communities of Practice/Interest Group Structure (Document 16.2)

Motion: That the ACRL Board of Directors approve for a second time the following bylaws changes for placement on the 2008 ballot for a vote by the membership.

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: As noted in agenda item #15.3 at Board I, members seemed quite supportive of the proposed structure bylaws revisions. Board members related a few comments they had heard during the course of the conference, noting that some of the Sections were looking forward to replacing their bylaws with policies and procedures, although some were already concerned about what guidance they would receive for that transition, and some members had commented that they hoped the petition threshold for proposing a new Interest Group would be lower than the 25 signatures that the Board has suggested.

Action: The ACRL Board of Directors approved for a second time the following bylaws changes for placement on the 2008 ballot for a vote by the membership.

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.

31.0 Task Forces and Board Working Group Updates

31.1 Assessment Task Force Charge Working Group

At the 2007 ALA Annual Conference ACRL Board meeting, a small working group of the Board was charged to 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. Director-at-Large Debbie Malone stated that she was working with a small group of Board members to decide whether another task force was needed and has been in discussions with the ACRL's Assessment Committee and Research Coordinating Committee. A final recommendation is expected for the 2008 Spring Executive Committee Meeting.

31.2 Task Force on Positioning the 21st Century Library in the Competitive Academy: Why We Can't Wait – Interim Report (Document 17.1)

Elizabeth Henry, Chair of the Task Force on Positioning the 21st Century Library in the Competitive Academy: Why We Can't Wait, updated the Board on the task force's work to date, noting that a reporter from *Library Journal* came and observed the task force's entire meeting earlier in the conference. Henry referred the Board to the written report and added that Todaro had asked the task force for a "straight talking" document, like a roadmap for libraries looking to improve their position on campus.

The draft report is focused on broad areas intended to guide libraries to a strategic place at their campus table. For the final paper, some concrete examples of best practices intended to facilitate that are expected. The task force has discussed changes in human resources practices, broadening the geography of the library, and systematic approaches to preservation in the scholarly environment, among other topics.

Henry noted that ACRL needs to have broader means for engagement in the academy, and she hoped that the task force's work will inspire and inform by giving people the tools they need to position their

libraries in the academy in a positive way. The task force is still working to decide the final format and the best fashion for organizing its ideas for the final report. Board members were invited to send any suggestions they had on to Henry.

A Board member noted that not all Carnegie classes of institution seemed to be represented in the task force's membership, and hoped that the final report would reflect all of them. Henry and Todaro agreed, and plan to appoint several additional task force members shortly after the Midwinter Meeting to ensure that all types of libraries are represented in the discussions.

Strategic Area: The Profession

32.0 CALA Proposal (Document 20.0)

Discussion: At its 2007 fall meeting, the ACRL Executive Committee discussed a request from the Chinese American Library Association (CALA) to consider partnering on a project. The Executive Committee suggested that Davis write to CALA and let them know that the Executive Committee did not have an immediate suggestion for a project for the two associations to work on, but to ask that if CALA has any specific ideas that they be submitted in writing for a future Board of Directors or Executive Committee meeting. CALA responded with the letter shown in document #20.0, suggesting two areas where the associations could work together:

1. Collaboration on the CALA 21st Century Librarian Seminar Program

This program aims at promoting professional exchange between libraries in the US and China. Each year, CALA collaborates with 3-4 library institutions in China to conduct seminars on issues related to academic librarianship. CALA proposed that each year the ACRL President be invited to present a keynote address in one of the CALA seminars at Beijing Normal University.

2. Translation Projects

CALA is interested in helping ACRL with the project of translating its standards and guidelines into Chinese by helping recruit/identify translators among CALA members who are interested and experienced. This was in direct response to one of the suggestions the ACRL Executive Committee made in its fall discussion.

The Board was reminded that ACRL's previous formal experience with international cooperation centered on agreements signed in 2003 with library associations in Mexico and Canada, primarily regarding instruction issues. Under Camila Alire's presidency in 2005-2006, ACRL also promoted participation in ALA's sister libraries program, as well. There was some discussion regarding the lack of any specific international focus in the strategic plan; the Board should either heed that or make a deliberate decision that it should be added before committing any significant resources to international outreach. It was also suggested that bringing more international librarians to ACRL's National Conferences could be a better value for the impact it would have, as opposed to sending ACRL's president or other leader to China each year.

It was agreed that ACRL should have a policy regarding international issues to assist consideration of proposals like this and other issues, like proposing an international program at domestic conferences. A Council of Liaisons-style unit to consider international relations requests was also suggested as a possible approach. A small group of Board members will work on recommendations for next steps needed regarding international issues, such as the development of a policy for establishing relationships with international agencies. This discussion will be on the 2008 Spring Executive Committee Meeting agenda.

For now, the Board decided to inform CALA that the association could not support the request at this time as ACRL focuses on other priorities, but to suggest that CALA use ACRL's open electronic discussion lists, such as ACRL Forum, to recruit speakers for its seminar program.

Director-at-Large Karen Williams plans to contact ACRL's Asian, African, and Middle Eastern Section (AAMES) and discuss the issue with them, as the Board was unsure if AAMES was aware of CALA's contact with ACRL. Linke also expressed interest in potentially being a speaker for CALA in China in 2009, possibly using some grant funding that she had available for this purpose.

Action: The ACRL Board of Directors charged the Executive Director to respond to CALA's proposal, recommending that CALA use the ACRL Forum electronic discussion list to recruit potential speakers for the CALA 21st Century Seminar program; that ACRL has a process in place to manage translation of its standards; and that the Board appreciates their interest in ACRL's involvement, but cannot support their request at this time. ACRL is interested in international relations but has other strategic planning priorities that it is working on at this time and can't make an association-level commitment.

33.0 CLS InPrint Project Proposal (Document 25.0)

Proposed Motion: That the ACRL Board of Directors approve the requested \$2,000 budget to allow ACRL's College Libraries Section (CLS) to continue its work to make InPrint a once again valued and viable resource for academic librarian research.

Discussion: CLS was proposing that ACRL fund a revitalization of the *InPrint: Publishing Opportunities for College Librarians* project, but the Board had a number of concerns about the proposal. Key points of the discussion included:

- Demand for InPrint is not strong, but those Board members familiar with it agreed that it is a good product. There was question about the compelling need for InPrint given other alternatives in the market.
- The Board was not convinced that \$2000 would cover development of a Web interface and database. A detailed budget breakdown will be required if the Board reconsiders this request at a later date.
- This project does not strongly support ACRL's strategic plan.
- In the past, InPrint has not shown net revenue as either a print or online product; if the Board were to support its revitalization, it would have to do so understanding that in the long-term it would continue to be subsidized as a member service.

The Board elected not to take any action at this time. Davis was asked to write to CLS notifying them that the Board did not act on the proposal and that Director-at-Large Lori Goetsch, the ACRL Board liaison to CLS, will follow-up with a phone call in the next few weeks to discuss the proposal with CLS and seek additional information. The Board had a number of questions about the proposal and the need for another resource of this type.

Because CLS framed its request as being partially funded using unexpended action plan funding that had been approved for another project, the Board also discussed the need to clarify and strengthen its position that action plan funding is approved in support of specific project proposals and is not a "pot of funding" or allowance that can be used for other purposes if the proposed project falls through or costs less than budgeted. Several units have contacted staff or Board members with the impression that this was the case. The Board wants to emphasize that if a unit would like to fund a different project, it must propose it separately through the action plan proposal process or through a Board Action Form to request that the Board consider it at one of the regularly scheduled meetings or virtually, if approval for the project is time-sensitive. A motion officially stating this policy was drafted and approved.

Action: The ACRL Board of Directors approved a policy about the use of action plan funding stating, "Strategic Initiative Action Plan funding is to be used only for the approved project. Unexpended funds revert to the ACRL net asset balance."

34.0 Second Life Task Force Final Report (Document 19.0)

Motion: That the ACRL Board of Directors approve the following actions based on the recommendations in the ACRL Second Life Task Force's final report:

- approve up to \$100 to purchase a parcel of space for ACRL/Choice to create a presence on ALA Info Island
- ask ACRL President to appoint Rhonda Trueman (or if she is unavailable then another knowledgeable ACRL member) to set up, furnish, and decorate the ACRL/Choice space in Second Life by June 1, 2008
- approve \$500 to be provided to the person appointed to set up the ACRL/Choice space for Second Life expenses for furniture and related event expenses during this fiscal year
- reconstitute the Second Life Task Force with member appointments through June 30, 2008, to work with ACRL Staff and other appropriate ACRL groups to identify specific informational materials and delivery mechanisms to provide to Second Life visitors, to develop a position description and call for volunteers for the ACRL Second Life administrator position, to investigate the possibilities and related costs for hosting a virtual event to tie in to the 2009 National Conference through discussions with the conference Virtual Planning Committee, to recommend promotional materials and approaches for increasing awareness of this new space/service to ACRL members, and to suggest possible metrics for assessing the impact and potential of ongoing investment in the Second Life space as both as assistance and a recruitment tool. The final report and recommendations of this task force will be submitted to the Board for further action at the 2008 ALA Annual Conference.

Discussion: Director-at-Large Beth Dupuis drafted this motion based on the Second Life Task Force's final report and the Board's feedback from its discussion of the report at Board I (agenda item #15.2). Board members noted that some of the task force's previous members did not want to move forward with the next phase of action and that the Board wants to communicate to the task force that it is open to considering increased funding if it is needed.

Action: The ACRL Board of Directors approved the following actions based on the recommendations in the ACRL Second Life Task Force's final report:

- approve up to \$100 to purchase a parcel of space for ACRL/Choice to create a presence on ALA Info Island
- ask ACRL President to appoint Rhonda Trueman (or if she is unavailable then another knowledgeable ACRL member) to set up, furnish, and decorate the ACRL/Choice space in Second Life by June 1, 2008
- approve \$500 to be provided to the person appointed to set up the ACRL/Choice space for Second Life expenses for furniture and related event expenses during this fiscal year
- reconstitute the Second Life Task Force with member appointments through June 30, 2008, to work with ACRL Staff and other appropriate ACRL groups to identify specific informational materials and delivery mechanisms to provide to Second Life visitors, to develop a position description and call for volunteers for the ACRL Second Life administrator position, to investigate the possibilities and related costs for hosting a virtual event to tie in to the 2009 National Conference through discussions with the conference Virtual Planning Committee, to recommend promotional materials and approaches for increasing awareness of this new space/service to ACRL members, and to suggest possible metrics for assessing the impact and potential of ongoing investment in the Second Life space as both as assistance and a recruitment tool. The final report and recommendations of this task force will be submitted to the Board for further action at the 2008 ALA Annual Conference.

Strategic Area: The Association**35.0 Budget and Finance****35.1 FY 2009 Preliminary Budget (Document 22.1)**

Byrd reported that the Budget and Finance Committee felt that staff had done an excellent job drafting the preliminary budget for FY09. Although it is a National Conference year, a net deficit has been

budgeted due to spending on strategic initiatives and launch costs for the applied research subscription product (agenda item #28.0). The other new major project is the consultants service (agenda item #27.0). Byrd suggested that Board members review the trends shown in the historical executive summary provided to them and discuss any issues of interest or concern online.

35.2 Friends of ACRL

Byrd reported on recent activities and discussions of the Friends Fund Subcommittee and Friends Fund Disbursement Subcommittee. Highlights included:

- The Friends Fund Disbursement Subcommittee is putting together a budget to be voted on virtually.
- The Friends Fund Subcommittee is planning both near term and longer term promotional efforts. This spring it hopes to send a solicitation with a letter from the ACRL president including a business reply envelope. An article for *C&RL News* is also planned. In the longer term, a pamphlet redesign is planned and a fuller stimulus package might be proposed. Staff will also be asked to develop ribbons recognizing each Friends donor level for conferences.

35.3 Report Out from Joint Board/B&F Meeting

Discussion at the previous day's joint Board/Budget and Finance Committee meeting centered on a proposal to change the ACRL Bylaws with regards to the process required for approval of dues changes; specifically, whether to give the Board of Directors the authority to change dues without a membership vote under specified circumstances. The idea was floated among ACRL leadership in 2007 and the Board decided not to move forward with it at that time due to the level of perceived misinterpretation of the Board's intent.

The Budget and Finance Committee was charged at the 2007 Annual Conference 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 committee was also asked 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.

Two subcommittees of the Budget and Finance Committee were asked to address the different parts of the assignment and sought further clarification from the Board on the expected outcomes of their work. It was decided that more time was needed to work on the dues statement for the Bylaws and to complete research of other like-sized organizations' dues structures. The Bylaws language will likely be kept broad, with more specific statements as to process developed simultaneously for the *ACRL Guide to Policies and Procedures*.

35.4 BARC Budgeting Variance Policy Update (Document 22.2)

Discussion: As discussed in agenda item #11.4 at the first Board meeting, ALA's FY09 Division budget review guidelines now recommend adhering to a 5% budget to actual variance, stricter than the 10% guideline which the Board just used to adjust ACRL's professional development budgeting policy. Concern was expressed about the inclusion of this change in the guidelines without pointing it out to Division executive director. As it is understood now, ALA's Budgeting Analysis and Review Committee (BARC) does not intend to officially adopt this change until its spring 2008 meeting, to provide an opportunity for Divisions to offer feedback.

Board members agreed that a 5% variance was unrealistic, given the often unpredictable nature of attendance at professional development events. While ACRL has enjoyed a very nice run of increasing

attendance at its National Conferences, that could change unexpectedly based on any number of variables, including tighter library budgets or even an unfortunately timed weather event.

Action: The ACRL Board of Directors directed that a letter be drafted by the Executive Director and signed by the President expressing concern over recommended policy changes in the ALA Division Budget Review Guidelines specifying a 5% budget to actual variance instead of 10%.

35.5 Task Force on Positioning the 21st Century Library in the Competitive Academy Funding (Document 1.1a)

Discussion: Todaro would like some funding to allow the Task Force on Positioning the 21st Century Library in the Competitive Academy to meet face-to-face once more before it completes its work for the 2008 ALA Annual Conference. Given the high expectations for the task force's work, Board members were supportive of the expense, as was the Budget and Finance Committee when it reviewed it several days earlier.

The proposed one-day retreat could be contiguous to a spring 2008 meeting that Todaro and some of the task force members might already be attending (e.g., ARL? CNI?) or - given participant schedules - a stand-alone meeting in a central location. At this retreat, the task force will come near to completion on their charge:

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

The retreat and task force outcomes will be designed to provide significant content and direction for ACRL and its members. Planned outcomes include a publication of recommendations and content for ACRL programming for members as well as a document to guide the association in the design of professional development.

Action: The ACRL Board of Directors approved funding not to exceed \$15,000 to support a one-day retreat for the Task Force on Positioning the 21st Century Library in the Competitive Academy in the spring of 2008.

36.0 ACRL Structural Assessment – Coordinating Committees and Information Literacy – Data and Recommendations for Proceeding (Documents 23.0 & 23.0a&b)

The Board did not have enough time to adequately discuss this agenda item and decided that it will be the focus of the full-Board conference call during the 2008 Spring Executive Committee Meeting.

36.1 Coordinating Committee Structure Evaluations (Documents 23.1a-d, 23.2, & 23.2a)

Discussion: Document 23.2a is Todaro's effort at sharing some feedback she received in a voicemail from Advocacy Coordinating Committee chair Carol Ann Hughes the previous afternoon following that committee's meeting. It includes some feedback that builds on the findings of the recent coordinating committee structure surveys (documents #23.1a-d), particularly regarding the difficult meeting space logistics. The committee is also suggesting a name change to something along the lines of the ACRL Committee to Coordinate ACRL Advocacy Committees that might reflect the committee's purpose more accurately.

The Board decided to continue ACRL's coordinating committee structure as it is, including the Advocacy Coordinating Committee in its current form, to continue to assess the structure as the Board sees fit, and to continue to add new coordinating committees as it makes sense. The Board reconfirmed

the structure and planned to begin working on the issues raised in the survey responses with its call in the spring.

Action: The ACRL Board of Directors confirmed that ACRL's Coordinating Committee structure will continue in its present form – with appropriate structural evaluation as needed – with next steps including addressing recommendations stemming from a recent survey of that structure.

36.2 Information Literacy Structure Review (Document 23.3)

Todaro and Directors-at-Large Beth Dupuis, Karen Williams, and Lynne King agreed to pull apart the information literacy structure document (document #23.3) into actionable segments in a grid structure similar to the one used for the diversity white paper by the spring document deadline of April 11, 2008.

37.0 Midwinter Meeting Next Steps (Document 26.0)

Todaro and Davis developed a new grid in this document to track the assignments that Board members take on during the course of the Board's meetings.

38.0 ALA Presidential Candidate – Camila Alire

Camila Alire, one of the candidates this year for ALA President, was allowed 5 minutes to address the Board to articulate her qualifications for office and vision for ALA should she be elected.

39.0 New Business

Board members were asked to review the ACRL Scholarly Communication Research Agenda (document 18.0) and respond to it online.

The Board agreed to meet for 2 hours on the Sunday of the 2008 ALA Annual Conference in lieu of the usual Fellows Luncheon to discuss strategic issues and structure, particularly regarding the coordinating committees.

The meeting was adjourned at 4:50 p.m.