Board I
June 23 - 27, 1995
McCormick Convention Center, Room E-263

In Attendance:
Susan Martin, President
Patricia Senn Breivik, President-Elect
Thomas Kirk, Past President
W. Lee Hisle, Councilor
Helen Spalding, Budget & Finance
Jill Fatzer
Bernard Fradkin
Frances Maloy
Ray Metz
Victoria Montavon
Linda Phillips
Mary Reichel
Sandra Ready, Planning (ex-officio)
Althea Jenkins, Executive Director (ex-officio)

Staff: Mary Ellen Davis, Hugh Thompson, Cynthia Taylor, Darlena Davis, Jack Briody, Harriet Gulis, Noreen Hale.


The meeting was called to order at 2:07 p.m. by Susan Martin, ACRL President.

Martin announced the open microphone session.

Richard Werking, chair of the ACRL Publications Committee, expressed concerns about the Strategic Plan of the ACRL on behalf of the committee. He said the committee was concerned about the absence of research and publication in the Plan.

Andrew Magpantay, Director of the ALA Office for Information Technology Policy in Washington, D. C., was recognized from the audience and invited by the Board to speak. Magpantay thanked the Board for the opportunity to speak and said it was a good time to be
joining the ALA family because of the number of good things that are going on, as well as those things that ALA could be instrumental in bringing about. Magpantay said he is currently involved in planning the ALA Washington Office technology infrastructure. He outlined some of the activities that he saw forthcoming that he would have a role in: ALA/LITA NII network, Fund for America's Libraries, coordinating input on such issues as the 1995 telecommunication regulations that recently passed the Senate. Magpantay said he saw himself serving in an advocacy role for libraries and serving as a catalyst for putting people in touch with those who will make decisions on certain issues and guide their input to the various processes. He said he would be working with the ALA Legislative and Copyright committees.

Upon completion of Magpantay's presentation, Martin asked if there were any questions.

A brief discussion ensued.

1.0 Announcements
Discussion: Martin asked that agenda Item No. 12, which Mr. Werking had before the Board be moved to the top of the Agenda.

2.0 Adoption of the Agenda
Discussion: Martin asked if there were any additions, deletions, or changes to the agenda.

Motion: Fradkin moved to adopt the Agenda and Phillips seconded.

Action: The Motion carried.

12.0 Publications Committee
Discussion: Martin recognized Werking from the audience and asked if he wanted to speak to the motion before the Board for the Publications Committee. Werking said the committee had agreed that these two groups needed to be represented since they are important parts of the Publications Program. Werking said two-year terms for these positions would be satisfactory.

Martin called the question.

Action: The motion to create two ex-officio positions on the Publications Committee to be filled by the CLIP Notes Committee chair and by a representative from the section newsletter editors for a two-year term was approved.

3.1 Midwinter and Meeting Minutes
Discussion: Martin asked the Board if there were any questions or comments about the minutes. Montavon said her name was omitted from the guest list for the first meeting. Breivik said she wanted the Board to know that the members from the Racial and Ethnic Diversity Committee who made a presentation on proposition 187 at the Midwinter Meeting never followed-up.
**Motion:** Breivik moved and Ready seconded to approve the Midwinter Meeting minutes.

**Action:** The Motion carried

### 3.2 Midwinter and Executive Committee Minutes

**Discussion:** Martin asked the Board if there were any questions about the minutes that needed to be addressed. She explained that the Board does not take action on minutes of the Executive Committee but can raise questions or request clarification.

### 4.0 Executive Director's Report

**Discussion:** Jenkins asked Board Members if they had any questions or comments about the written report, document #4.0. She said that with this report she attempts to summarize the activities that took place at headquarters and selected membership activities since the last meeting of the full Board.

She introduce the new *Choice* editor and publisher, Irv Rockwood. She said that Rockwood came to *Choice* with a lot of college textbook publishing experience, the most recent being Brown and Benchmark. She said Rockwood had a strong background in political science and an understanding of the academic community. Jenkins said that Rockwood would begin his tenure at *Choice* August 1.

Jenkins thanked Fran Graf, acting editor and publisher for *Choice* since May, 1994, for her good work and said that Fran Graf would return to her position as managing editor of *Choice* September 1, 1995.

Jenkins called attention to the ACRL membership report citing a current membership of 10,772. She said that it is usual in a National Conference year that membership would increase but ACRL's hope is to retain the new members it gained and continue growing.

Jenkins said she wanted to bring the Board up to date on some of its recently approved programs as well as the RBMS Preconference. She said that the Equal Access to Software Information (EASI) and the Community Information Organizations (CIO), both recently approved programs by the Board, were holding their first meetings at this conference. She reported that there had been a lot of exchange between staff and committee chairs since the establishment of these projects.

Jenkins said the Rare Books and Manuscripts Preconference had just concluded in Bloomington, Indiana on the IU campus. She reported the conference programmatically and financially successful. More than 200 Rare Book and Manuscript librarians were in attendance.

Jenkins said that the Information Literacy Data Collection project had gone well. ACRL used the mailing list for the six regional accrediting agencies to mail to every accredited higher education
institution in U.S., and more than 800 responses have been received in the ACRL Office. Jenkins said that two "best cases" information literacy workshops had been held in the Middle States region and that a report on those activities was being developed.

In the area of finances, Jenkins reported that at this point in the year, ACRL looked financially solid. She said that there was very little difference in ACRL's financial position at this time from previous years. She said that it is yet too early to say how well the National Conference performed, but that she was fairly confident that when all the bills were paid and all the revenue was accounted for, the picture would be a good one. She called attention to the Financial Report and Document in the Board packet.

Jenkins thanked and complimented the ACRL staff for its good work and solid support. She recognized staff in the audience, May Ellen Davis, Noreen Hale, Hugh Thompson, Cynthia Taylor, Jack Briody, Darlena Davis and Harriet Gulis.

Martin asked if there were any questions for Jenkins.

5.0 Consent Agenda

Discussion: Martin explained that it is the practice of the Board to use the Consent Agenda as a way of addressing the more routine matters that need no debate to allow more time for the Board to devote to substantial issues. Martin called for action on the consent Agenda. She reminded the Board that this is the time to remove items from the Consent Agenda. The following items are on the Consent Agenda: 5.1 Request to establish Electronic Reserves Discussion Group, 5.2 Expression of Appreciation to Seventh National Conference Executive Committee, 5.3 William Moffett Memorial Resolution to Council for endorsement.

Motion: Fradkin moved and Kirk seconded the approval of the consent Agenda.

Action: Motion carried.

6.0 Strategic Plan (See attachment #1 for changes)

Discussion: Martin introduced the Strategic Plan to the Board and announced that changes to the document had been made in meetings during this conference that followed up on input from the ACRL leadership planning session. Martin said the Plan came to the Board from a committee and therefore did not need a motion or a second.

Martin asked the Board to follow her through the Plan as she noted the changes. Changes to the Plan were as follows:

Mission Statement - remove the word "best" from the last sentence.

Vision - delete wording in fourth sentence from bottom "help to retain" and add wording
"foster the retention of" in its place.

Goals - Martin said the wording in goal one should read as follows: "provide development opportunities for academic and research librarians and other library personnel that enhance their ability to deliver superior services and resources."

Martin also asked that the order of the goals be changed. Goal three becomes goal two and two becomes three.

Strategic directions--Martin identified the following changes:

1.1 Delete phrase in first sentence "strengthen formal and informal networking" and add the word "provide". In the last sentence insert the word "research" between knowledge and experiences.

1.3 Delete entire Strategic direction and replace with the following "ACRL will provide national programming at the regional level to support continuing education needs."

3.1 Delete acronyms and end statement with Association.

3.2 Delete acronyms in first and second sentence.

3.3 Spell ARL out.

4.3 In middle of second sentence, delete the word "see" and replace with "ensure."

Martin asked for discussion, questions or comments. Ready said she felt the committee had done a good job in that the Plan is very straightforward and clear. Maloy said that this is a very critical time for ACRL and the Strategic Plan will be very important as an ACRL Plan for the future. Metz said he was pleased to see a very short and clear Plan. He said he felt more members would read it because of its length. Reichel asked how the Plan would be distributed. Jenkins responded that the Plan, if approved, would appear in a fall issue of C&RL News; be posted to the ALA Gopher; be mailed to the ACRL leadership and be distributed on request. Martin said that if the Plan was approved there would be a Board retreat in October to further refine some of its elements. Breivik said she believed the Board was ready to adopt the Plan.

Martin said the Planning Committee views the Plan as an ever-changing document that is updated and improved on an ongoing basis through the involvement of several segments of the membership.

Martin called the question.
Action: The Strategic Plan was approved.

7.0 ACRL Planning Roles
Discussion: Martin called the Board's attention to document #10.0, ACRL Planning Roles. She asked the Board to make the following changes to the document:

Planning Roles had revisions. The Board would conduct an annual self-evaluation on an ongoing basis. A grammatical correction was made in the wording "define and guide".

Under heading labelled Board, third statement, add to the statement after the word priorities "and develop ACRL Financial Plan accordingly" last statement following the word priorities add "on an ongoing basis"; and add the new statement to list "establishes criteria for successful outcomes and conducts an annual self-evaluation."

Martin asked for discussion on the planning roles. Hisle commented that the last statement under the Board having to do with establishing criteria sounded vague.

Jill Fatzer made a comment about the evaluation of the Plan. Martin said the Board would embark on pilot for various committees of ACRL who will comment on plan.

Martin called the question.

Action: The planning roles were approved.

8.0 Strategic Plan Implementation
Motion: Breivik moved that the implementation plan for the Strategic Plan be tabled until the October Board retreat. Kirk seconded.

Action: Motion passed.

9.0 Disbanding Planning Committee
Motion: Metz moved and Breivik seconded disbanding the Planning Committee.

Discussion: Martin introduced document #12.0. She explained to the Board that under Board item #7.0 it had agreed to be the planning arm for ACRL. She said that by virtue of approving the Planning Roles and assuming responsibility for the planning, there was no longer a need for a divisional planning standing committee. Kirk suggested that the Planning Committee members be commended for their work. Fatzer asked about the constitution and bylaws work with this action. Jenkins explained that the chair had been added to the Board as an ex-officio member in 1993 following a vote of the membership and now that the committee no longer exists, that section of the bylaws can be cleaned up. Hisle pointed out that Article 6, Section 2-B also
included the Executive Director position as ex-officio and suggested that the wording for the ballot be clear so as not to eliminate both positions.

Martin called the question.

**Action:** Motion carried.

### 10.0 ALA Self-Study Committee Organizational Structure Report

**Discussion:** Martin recognized Stroyan and Mosher from the audience who had come to the meeting to help clarify the OSSC’s organizational structure report and to respond to any questions Board members might have.

Stroyan said that the document had been revised since the committee’s meeting at the Conference and it could differ slightly from the one most of the Board had. Breivik said she was not pleased at how the section of the report that dealt with funding was revised. She said that at the division leadership retreat in Chicago much care had gone into drafting a statement which everyone could support. Breivik said she could no longer support the proposal because of the way the funding is presented. She said groups would be upset for not getting adequate money for the societies.

Stroyan and Mosher discussed various elements of the proposal and the discussion ended.

### 21.0 White House Conference Issues

**Discussion:** Martin recognized Patricia Wand from the audience. Wand is the ACRL representative to WHILST. She reported that discussions are gearing up for the next conference or for a similar event. Wand asked Board members to pay attention to any literature they come across about White House conference issues.

Martin and the Board thanked Wand for her presentation.

The Meeting was adjourned at 4:05 p.m.
The meeting was called to order at 1:25 p.m. by Susan Martin, ACRL President.

13.0 Announcements

Discussion: Martin introduced new Board members in the audience, William Miller, Vice-President/President-elect, and Carol Pfeiffer. Council had been meeting earlier during the morning and there was a good deal of debate over the organizational structure proposal. She said there would be more discussion about those issues later in the meeting.

14.0 Adoption of the Agenda.

Motion: Fradkin moved to adopt the agenda, and Kirk seconded.

Action: The Motion passed.
15.0 Consent Agenda

Action: Reichel asked that item 15.4, Colleagues Committee request be removed.

Motion: Fatzer moved adoption and Fradkin seconded.

15.4 Colleagues Committee

Discussion: Reichel asked how ACRL's decision that the Board voted to approve would affect the new ALA development initiatives. Jenkins said the ALA guidelines governing fundraising applied to all ALA units.

Jenkins offered a history of fundraising at ACRL. She said that the Board established the Colleagues Committee in 1993 and Helen Spalding was the first chair. The Committee was established after the 1992 National Conference. The Executive Committee established ACRL Colleagues, a recognition program for those who provide financial support to National Conference Activities. She said this committee was charged with looking at fundraising in ACRL and developing guidelines.

Jenkins said the Board needed to know that there is currently no coordination for fundraising. The section goes about soliciting funds for various activities, most of the time without informing staff. Jenkins said that volunteer coordination of this type of activity would be very difficult.

Breivik said she did not think that ACRL needed to have separate fund raising groups for every initiative and coordination by a single unit is necessary. Jenkins replied that it currently has several. Breivik said that continuing education was important to her and she'd like to see funds come in to support that.

Motion: Reichel moved that the Colleagues Committee request be tabled until the fall mailing of the Executive Committee. Kirk seconded.

Action: Motion passed.

16.0 Library Bill of Rights Interpretation

Discussion: Martin said the document in the meeting docket had been changed slightly, but did not address all of the concerns the Board had.

Hisle shared a letter that he and Breivik wrote to the Intellectual Freedom Committee. The letter pointed out where additional consideration needed to be given to the interpretation and asked that the item not be forwarded to council at this time.

Kirk said he certainly could not support the document because he found two areas he could not agree with--the language and collection development.
Hisle said that the ALA chapters had voted to support the interpretations, but individual members said they would not have voted the way they did if they had had time to read the document.

**Motion:** Breivik moved that the Board not approve the interpretations and that the letter drafted to explain areas of disagreement be sent to the Intellectual Freedom Committee. Kirk seconded.

**Action:** Motion passed. Maloy abstained.

### 17.0 OSSC Structure Report

**Discussion:** Martin asked Hisle to give the Board an update on Council's discussions and actions on the Self-Study Structure Report.

Hisle said council did not accept the report, but voted to continue the study. Hisle said that as he has visited with ACRL units he's found that many are unhappy about the proposal. Hisle described the makeup of the new committee and that council will be charged to study the report.

Martin said she had volunteered to represent the type of library division on the committee.

Several Board members shared in the discussion about the report. Metz said the organization needs to change and he encourages any structure to be brought forth that would work. Kirk said the ALA headquarters should restructure its operations in an appropriate way so as to eliminate some of the problems. Fradkin said he agreed with Metz's comments.

The Board stopped to have its photo taken.

### 18.0 ALA/Ameritech Technology Survey

**Discussion:** Martin outlined the issues she saw with this request. The major issues she identified were members perception that Ameritech had bought the ALA with its donation to gain a marketing edge. Fatzer also said she saw the survey as a marketing effort for Ameritech. Breivik said that National Public Broadcast Radio (NPBR) had recently conducted a similar survey. Kirk said Lynch had a copy of the NPBR survey results and the committee had discussed how it might be used as it moves forward with its work. Kirk said he had confidence that Lynch could do a good job to turn things around if there were any reasons to be suspicious. Kirk said he would pass the Board's concerns on to Lynch.

It was agreed that ACRL should continue its participation in the ALA/Ameritech Report.

### 19.0 Planning Committee

**Discussion:** Martin asked Ready, Chair of the Planning Committee, to introduce the three items on the Agenda from that committee.

19.1 Image Enhancement Committee
Discussion: Ready said that even though document #15.41 was dated February, she did not receive it until June. She said the committee discussed the Image Enhancement Committee’s recommendations and endorsed them.

Breivik said she was very uncomfortable with the recommended charge, particularly the latter part.

Fatzer said she was concerned about wording in the first paragraph.

Motion Breivik offered a substitute motion, that the Board accept the name but ask the committee to work with the Executive Committee to define its charge to support the Strategic Plan. Montavon seconded.

Discussion: Maloy said she thinks the title is unfortunate although she is aware of the good work the committee does. She asked what would happen when the charge doesn’t fit the Plan because she could see where that might be a possibility.

Breivik said there were various parts of the charge, that if focused more, could respond to goals two and three of the Plan.

Fradkin called the question.

Action: The Board voted: four to accept the substitute motion, six not to accept the motion, Hisle abstained.

Motion: Breivik offered a second substitute motion that the Board ask the Image Enhancement Committee to work with the Executive Committee to re-examine its name and charge in keeping with the new Strategic Plan. Hisle seconded.

Motion: Fradkin moved to table the substitute motion, Kirk seconded.

Discussion: Breivik agreed to talk with Anne Beaubien, chair of the committee.

Action: Motion passed.

19.2 Academic Library Statistics Committee

Discussion: Ready said the Planning Committee thought that this committee did a very thorough job in conducting the five-year review. She said the Planning Committee recommends that the Board accept the review, approve the committee’s name change, and continue the committee.

Martin asked if there was further discussion.

Breivik noted that on page 8 of the report, recommendation #3 already had been taken care of.
She said item four on page 5 was the strongest statement in the entire report and that she wondered if the Board should give the committee a better charge or allow it to go out of business. Breivik said that perhaps the Board should consider combining the Statistics and Standards Committees.

Kirk said he didn't have any reason for disagreeing that there is a relationship between the committees, but he was not sure what it was. He said the issue shouldn't be left unexamined.

**Motion:** Breivik offered a substitute motion that the Board receive the report, let the Statistics publication go ahead for awhile, accept the name change, request the committee to focus its efforts on cooperating with the Standards and Accreditation Committee as identified on page 5 of the report under item #4, and research ways to benchmark and cooperate with ACRL unit statistics committees. Hisle seconded.

**Action:** The motion carried.

19.3 Standards and Accreditation Committee

**Motion:** Because the Board did not have the complete document to study, Kirk moved to table, and Metz seconded.

**Action:** Motion carried.

20.0 Leadership Center Proposal

**Action:** Board unanimously approved the recommendation from the Executive Committee to establish the ACRL Leadership Center.

21.0 Library of Congress Network Advisory Committee (NAC)

**Discussion:** Martin said this network has been in existence a long time, maybe 25 years. She said it was great that ACRL is being invited to join. Martin said she recommends that ACRL accept the membership invitation.

**Action:** Kirk moved and Metz seconded ACRL's acceptance of a membership in NAC.

22.0 Priorities on Funds for ACRL Liaisons

**Motion:** Breivik recommended that the target organizations identified in document #19.0 be approved for ACRL's liaison program and that $1,000 (a total of $9,000) be allocated to support the travel budget for this activity. Hisle seconded.

Breivik asked that the asterisk be removed from the front of the National University Continuing Education Association.

Fatzer noted that there were only eight organizations listed and asked that the National Association
of State Universities and Land-Grant Colleges be added.

Breivik agreed to amend the list. Hisle, the seconder agreed.

Spalding asked if the item could be tabled until the retreat. Spalding said she has reviewed this document and because ACRL is facing a deficit at the end of the year, she would suggest that the Board hold off on making a decision.

The Board agreed to decide on allocating the $9,000 when it discussed the budget.

Metz said the program supports our Strategic Plan more than anything else we do and that he wanted to see it funded. Metz said he believed most members would approve funding this project.

Martin called the question.

**Action:** The motion passed.

23.0 ACRL/UMI Developing Collections Award

**Discussion:** Reichel said she thought the criteria for the award was good, but would like to see emphasis on clarity of essays, originality, and uniqueness.

Spalding asked if there was an administrative fee with this award. Jenkins responded, yes, $300. Spalding said she thought the amount was too small.

**Motion:** Fradkin moved and Reichel seconded approval of the ACRL/UMI award criteria.

**Action:** Motion passed.

24.0 Conflict of Interest Statement

**Motion:** Fradkin moved and Kirk seconded approval of the Conflict of Interest Statement.

**Action:** Motion passed.

25.1 ACRL Third Quarter Financial Report

**Discussion:** Spalding said the current year did not look bad, that from the looks of things the conference did well, but we won’t know for sure until all the bills are paid in August, the end of the fiscal year. She said the Silent Auction that was held at the Conference was for setting up an endowment, and that while we know it was successful, we are waiting to bring a request to the Board for that transfer.

Spalding called the Board’s attention to line 126, the 1995 balance and the 1996 deficit of $255,796. Spalding said that $114,000 could be accounted to the National Conference while the remaining $141,000 represents ongoing programs or new initiatives.
Spalding said that staff costs had risen to 47% in the 1996 budget. She said the ACRL fiscal policy stipulates that it not exceed 45%. Spalding said the Board should decide if the 45% figure is realistic and change it or follow it.

Kirk warned the Board against panicking. He said there is an energy about these types of budgets that we can’t control. He said that we are all aware that membership dues revenue does not cover the costs of member services.

Spalding said that Ray English was drafting a memo for the Budget and Finance Committee to the Board that outlines ACRL’s financial situation.

Spalding said the Budget and Finance Committee had two recommendations which the Board should vote on separately.

**Motion:** That the Board officially confirm the $50,000 pledge from the *Choice* operating fund balance to the Fund for America’s Libraries.

**Action:** Motion passed.

**Motion:** That the Board approve the ACRL & *Choice* 1996 budgets with the following changes in the ACRL budget: delay the member survey to at least 1997 budget; do not make $20,000 transfer to the endowment; look for further economies; find the funds needed for the October Board retreat within the 3201 budget for the Board, President, Executive Committee.

Breivik amended the motion by changing the last statement to read “strive to find the funds needed for the October meeting within the 3201 budget.”

**Action:** The motion and the amendment passed.

Martin asked if now was the time to take action on the $9,000.

**Motion:** Reichel moved approval of allocating $9,000 to support the work of liaisons. Kirk seconded.

**Action:** The motion passed. Spalding opposed.

### 26.0 ACRL Operations and Procedures

**Discussion:** Breivik said she plans to use conference calls prior to the Board Meetings as a way of clearing a lot of items from the agenda and leaving more time for substantive discussions.

Martin said she had two concerns, financial and scheduling.
Spalding said questions should be clarified prior to the conference call. She also suggested using e-mail.

Metz said he applauded this new direction. He said the Association has long needed to spend more time on those things that are important to our profession. He said planning cycles need to be looked at.

Breivik said she would begin to communicate with committee chairs immediately after Annual Conference. She said they need to re-examine their charge based upon the new Strategic Plan.

27.0 Membership Committee Report

Discussion: Vice President/President-elect Miller spoke about the meeting of the committee that he had attended. He said the committee was concerned about membership loss. Martin called attention to the action item on the agenda from the special task force on membership, establishing the new Membership Committee and recommending a new charge.

Action: The recommended committee composition and responsibilities were approved.

28.0 1996 New York Conference Programs

Discussion: Patricia said that she had volunteered to have ACRL serve as a pilot project for the 1996 ALA Annual Conference. She said that the ALA was interested in testing how theme tracks might work at the Annual Conferences. She said her theme is "Every librarian: A leader." The ALA will highlight not only the ACRL programs that address the leadership theme, but those from other units as well.

Breivik said Dadie Perlov had agreed to keynote the session and develop the workbook which every participant will receive. She said the seventeen or so section and committee programs will be integrated into the overall program.

Motion: Breivik moved that the fourteen program proposals included on document #25.0 be approved for offering during the 1996 New York Annual Conference. Reichel seconded.

Action: The motion passed.

29.0 NII NET ACRL Representatives

The Board was unclear about what was decided here and decided to take no action.

30.0 CNI Cosponsorship for New Learning Communities Program

Discussion: Kirk said that CNI sponsored this program last year and ACRL was a participant. He said Barbara McAdams represented ACRL. Kirk said he would encourage ACRL to continue to participate.
Martin asked what were the budget implications. Kirk responded none.

**Motion:** Kirk moved that ACRL cosponsor the project and Metz seconded.

### 31.0 Task Force to Strengthen ACRL's Legislative Agenda

**Discussion:** Breivik said that the new chair of the Government Relations Committee has said she is only interested in working with the committee if ACRL could help her look at how to do things better. Breivik said she wanted to bring together a short-term task force to look at how things could be done better. She said the members would come from already existing ACRL groups.

**Motion:** Breivik moved that a short-term task force be set up that would go out of business after Midwinter to look at how ACRL can do things better. Kirk seconded.

**Action:** Motion passed.

### 33.0 Passing the Gavel

Martin passed the gavel to Breivik and in doing so thanked the Board for being supportive. She said she was particularly pleased that the Strategic Plan had been developed and approved during her year. Martin said she looks forward to continuing her work with ACRL.

Upon receiving the gavel from Martin, Breivik said that with the help of the ACRL leadership and members, she expects to move quickly into a position to get the Plan moving.

### 34.0 Adjournment

Maloy moved adjournment at 5:47 p.m.

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Revised: October 2, 1995
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**Attachments:**
- Strategic Plan (Revised)
- Strategic Plan Planning Roles