



**President's Report to Council**

**Lisa Hinchliffe, ACRL President, 2010-2011**

*ALA Annual Conference, June 23-28, 2011, New Orleans, LA*

ACRL continued to “Chart Our Future” by advancing our strategic plan in 2010-11. When I outlined the focus for my presidential year in the October 2010 issue of *C&RL News*, I took a look forward to two major milestones, the Value of Academic Libraries initiative and ACRL 2011. The success of both of these events surpassed my expectations and defined my term as ACRL president. In September 2010, we released “The Value of Academic Libraries: A Comprehensive Research Review and Report,” the culmination of year-long project of the ACRL Board of Directors. Developed for ACRL by Megan Oakleaf, assistant professor in the iSchool at Syracuse University, the report is a review of the quantitative and qualitative literature, methodologies and best practices currently in place for demonstrating the value of academic libraries.

The Value report was very well received and generated press coverage from the *Chronicle of Higher Education*, *Inside Higher Ed* and *Library Journal*, among others, as well as a numerous blog posts, Facebook and Twitter comments. I had the opportunity to participate in several forums and presentations about the report with Megan Oakleaf and ACRL Executive Director Mary Ellen Davis this year. Separately and together, we discussed the findings and the steps ACRL will take to pursue the research agenda recommended in the report through a series of ongoing initiatives at the ALA Midwinter Meeting and Annual Conference, ACRL 2011, Library Assessment Conference, Association of American Colleges and Universities General Education Conference, Coalition for Networked Information Fall Meeting, and more.

With respect to the ACRL 2011 conference, I was very pleased to see so many academic and research librarians in Philadelphia, and online, for a wonderful learning and networking experience. With more than 3,500 face-to-face and virtual attendees from all 50 states and 24 other countries, ACRL 2011 was the largest conference in ACRL history. By all accounts, attendees went home energized and ready to apply what they learned at their institutions. More information about ACRL 2011 is available in the Learning section of this report.

As we take a look back at the past year, we also look to the future of ACRL. In April 2011, the ACRL Board of Directors approved a new Plan for Excellence for the association. Developed over the course of the past year by the Board, with continuous input from the ACRL membership and member groups, the Plan for Excellence takes the place of our current strategic plan, *Charting Our Future: ACRL Strategic Plan 2020*. The Plan for Excellence is a plan that truly reflects our collective vision of the future of academic and research librarianship and the role of ACRL and our members in creating that future. The new Plan for Excellence goes into effect

July 1, 2011, and is available on the ACRL website at <http://bit.ly/acrlplan>.

The following report highlights ACRL's many accomplishments during my presidential year across all areas of the current strategic plan, including higher education and research, the profession, and the association.

### ***Higher Education and Research***

ACRL made significant progress in advancing the goals of learning, scholarship, and advocacy. Efforts in information literacy education, scholarly communication activities, and publishing were especially fruitful this year.

### ***Information Literacy***

The ACRL "Information Literacy Competency Standards for Higher Education" continue to be widely cited as a benchmark in information literacy instruction. This year the standards were cited in numerous books, journal articles, and blogs along with ACRL's own publications. Since September 1, 2010, more than 450 copies of the standards have been distributed.

E-Learning courses and Webcasts provided additional opportunities to learn more about designing specialized online information literacy courses, applying design thinking to information literacy innovation, and designing and implementing online teaching and learning. ACRL continues to offer online information literacy seminars in partnership with the TLT Group.

ACRL endeavors to improve members' ability to teach and assess lifelong learning skills. To help librarians and institutions develop and implement information literacy programs on their campuses, the ACRL Institute for Information Literacy's Immersion Program was offered from July 25 to 30, 2010, at Champlain College in Burlington, Vermont. The program provided two tracks of intensive training and education for the 91 attendees. The Teacher Track focused on individual development for librarians interested in enhancing or extending their individual instruction skills, while the Program Track focused on developing, integrating or managing campus-wide and programmatic information literacy programs.

Fifty-three attendees participated in the Immersion Program Assessment and Intentional Teacher Tracks held November 10-14, 2010, in Nashville. The Assessment Track provided attendees with an understanding of assessment and information on how to use assessment as a tool to guide evidence-based classroom, curriculum, and program development. The Intentional Teacher Track offered a mixture of structured and co-constructed learning segments, such as peer discussions, individual reading and reflection times, and participant-led communities of practice to help attendees become more self-aware and self-directed as teachers.

Four new members have been named to the ACRL Information Literacy Immersion Program faculty. The new faculty members are Char Booth (Instruction Services Manager and E-Learning Librarian at Claremont Colleges), Wendy Holliday (Coordinator of Library Instruction at Utah State University), Michelle Millet (Head of Research Services at the University of Texas at San

Antonio) and Karen Nicholson (Teaching and Learning Librarian at McMaster University in Hamilton, Ontario, Canada).

### ***Standards and Guidelines***

The development of standards and guidelines for all areas of academic and research librarianship is a core service of ACRL. These standards and guidelines are a key ACRL contribution to the profession. Standards and guidelines published this year include A Guideline for Appointment, Promotion and Tenure of Academic Librarians; Information Literacy Standards for Teacher Education; and Psychology Information Literacy Standards. The Statement on the Certification and Licensing of Academic Librarians, and Statement on the Terminal Professional Degree for Academic Librarians were revised this year. In addition, a task force has been working to review and revise the ACRL Standards for Libraries in Higher Education. The task force solicited comments on a draft revision through a blog (<http://acrl.ala.org/slhe/>) during spring 2011 and held an open hearing on the new draft standards at ACRL 2011 in Philadelphia.

### ***Relationships with Learned Societies***

A key strength of ACRL is the work of its sections. ACRL sections are organized around subject disciplines and types of libraries. This creates a focus and synergy for librarians to learn from each other, build on each other's ideas, and raise collective awareness of issues shared by all. Sections act as important liaisons to the higher education community through connecting with and serving faculty.

This year ACRL section members, leaders, and staff participated in meetings and other activities of wide range of groups, including American Anthropological Association, American Association of Community Colleges, American Association of University Presses, American Historical Association, American Educational Research Association, American Political Science Association, American Society of Association Executives, American Sociological Association, Association of Learned and Professional Society Publishers, Chicago Collaborative, Coalition for Networked Information, Council of Higher Education Management Associations, Council of Independent Colleges, Council of Library and Information Resource, EDUCAUSE, Modern Language Association, National Council of Learning Resources, National Women's Studies Association and Project MERLOT. This grassroots approach to developing relationships builds credibility and relationships one person or association at a time, often leading to increased collaboration.

### ***Scholarly Communication***

Scholarly communication issues continue to be a strong focus of the association. To demonstrate our commitment to open scholarship and access to research, our scholarly research journal, *College & Research Libraries (C&RL)*, became an open access publication on April 1, 2011. This change in access policy lifts the online version of the publication's six-month embargo on new content and makes the complete contents of the journal from 1997 to the present freely available through the publication website at <http://crl.acrl.org>.

ACRL's Scholarly Communications Committee selected five sites from 12 applications to host the Scholarly Communication 101: Starting with the Basics workshop this spring and summer. Recognizing that scholarly communication issues are central to the work of all academic

librarians and all types of institutions, ACRL is underwriting the costs of delivering this proven content by sending expert presenters on the road. The institutions selected to host the 2011 road shows are the Academic Library Association of Ohio in Columbus; City University of New York; University of Hawaii at Manoa Library in Honolulu; University of St. Thomas in St. Paul, Minn.; and the Washington Research Library Consortium in Upper Marlboro, Md. In its third year, when the 2011 workshops are complete, the road show will have visited 13 different states and one territory.

The ARL-ACRL Institute on Scholarly Communication offered a Webinar series throughout 2010 to help libraries continue developing their scholarly communication programs. The series identified how local successes and activities can grow into a comprehensive program plan and strengthen local planning.

The ACRL Scholarly Communication Discussion Group, Scholcomm discussion list and the ACRL/ SPARC Forum on Emerging Issues in Scholarly Communication continue to be important venues for strengthening the association's role in supporting new models of scholarly communication. Regular articles on scholarly communication issues and trends in *C&RL News* play an important role in disseminating a body of knowledge for the field.

### ***Legislative Advocacy***

Public policy issues effecting higher education remain an essential focus of the strategic plan. Each year, the ACRL Government Relations Committee, in consultation with the ACRL Board of Directors and staff, formulates an ACRL Legislative Agenda. Drafted with input from the ACRL Scholarly Communications and Copyright Committees, along with additional committees, ACRL leaders, and ALA Washington Office, the legislative agenda is prioritized and includes objectives for legislative action at the national level on issues that may affect the welfare of academic and research libraries. The 2011 ACRL Legislative Agenda focuses on seven priorities, including network neutrality, first sale/fair use/anti-circumvention, section 215 of the USA PATRIOT Act, government information, public access to federally funded research, freedom of information act and orphan works.

ACRL continues to be an active partner with ALA and the Association of Research Libraries in the Library Copyright Alliance (LCA). Over the course of the past year, LCA has taken action on a number of important issues by issuing comments on pending legislation and court cases, joining briefs, and releasing papers and guides on a wide range of copyright and fair use issues, including the Google Book Search settlement and the lending rights of libraries.

LCA applauded the July 2010 decision issued by the Librarian of Congress to significantly broaden the exemption for the creation of film clip compilations for classroom and educational use to all college and university faculty, regardless of academic discipline. This exception to the anti-circumvention provisions allowed the incorporation of clips into new works for the purpose of criticism or comment, not just the assembly of clip compilations for in-class screening purposes.

LCA also joined a coalition of public interest and technology groups in an amicus curie or "friend of the court" brief written by the Electronic Frontier Foundation asking the Ninth Circuit

to reject the arguments made by Universal Music Group (UMG) and affirm a lower court decision in *UMG v. Veoh*. In its original decision, the district court found that the DMCA protected Veoh, a Web-hosting service, against infringement claims brought by UMG, which appealed the decision.

In response to the March 2011 rejection of the proposed Google Book Search Settlement, LCA issued a statement saying that copyright law continues to present significant barriers to libraries interested in mass digitization initiatives because of orphan works issues. The group also released “A Guide for the Perplexed Part IV: The Rejection of the Google Books Settlement,” an analysis of the latest decision in the Google Books Search case and its potential effect on libraries this spring. This guide is the latest in a series prepared by LCA legal counsel Jonathan Band to help inform the library community about this landmark legal dispute.

In the wake of the settlement rejection, several interested parties are discussing with renewed vigor the issues of orphan works, mass digitization and even modernization of Section 108 of the U.S. Copyright Act. As part of this initiative, LCA released a statement describing the key features copyright reform proposals should include in order to constitute significant improvement over current law for libraries and their users. The statement, which represents the needs of library stakeholders in these debates, provides helpful guideposts for these discussions.

ACRL joined ALA, ARL, the International Documentary Association (IDA), and the WGBH Educational Foundation in filing an amicus brief prepared by Anthony Falzone at the Stanford Fair Use Project asking for the full Fourth Circuit to rehear the case of *Bouchat v. Ravens* and reconsider the panel’s flawed fair use reasoning. The brief argues that the Baltimore Ravens football organization acted within the doctrine of fair use in reproducing for promotional/historical purposes a version of the team logo created by Frederick E. Bouchat.

In April 2011, ACRL sent letters to the National Institutes of Health (NIH), the U.S. Department of Health and Human Services (HHS), and the White House Office of Science and Technology Policy (OSTP) in support of public access to federally funded research. The letters, sent to commemorate the third anniversary of the NIH Public Access Policy on April 7, asked the NIH to shorten the current embargo and asked HHS and OSTP to expand public access policies to other federal agencies.

As part of our continued focus on legislative advocacy, we awarded \$250 grants to six ACRL Legislative Advocates to attend the 2011 National Library Legislative Day held May 9-10 in Washington, DC.

### ***Publications***

ACRL released a wide variety of monograph publications in the past year. *Best Practices for Credit-bearing Information Literacy Courses*; *The Expert Library: Staffing, Sustaining, and Advancing the Academic Library*; and *Web Research in Academic Libraries* (ClipNote# 41) were issued in the second half of 2010. 2011 saw the release of *ACRL 2011 Conference Proceedings*; *The Atlas of New Librarianship*; *Collection Development in College and University Libraries* (CLIPNote #42: digital-only); *Decision Making in the Absence of Certainty: A Study in the Context of Technology and the Construction of the 21<sup>st</sup> Century Academic Library Building* (PIL

#63); *Embedded Librarians: Moving Beyond One-Shot Instruction*; and *Using Qualitative Methods in Action Research: How Librarians Can Get to the Why of Data*. The 2009 edition of *Academic Library Trends and Statistics* was issued in September 2010.

As previously noted, our scholarly research journal, *College & Research Libraries (C&RL)*, became an open access publication on April 1, 2011. The ACRL Board of Directors approved the new policy to support open scholarship and access to scholarly work.

Through the work of members of RBMS and *RBM* editor Beth Whitaker, ACRL received a \$3,000 grant from the Gladys Kriebel Delmas Foundation to complete the backfile of *Rare Books & Manuscripts Librarianship (RBML)* in HighWire Press. The archive of 24 back issues went live to the public in April 2011.

Choice will publish 7,264 new reviews in FY 2011, the second consecutive year in which it has published more than 7,200 reviews and the fifth consecutive year in which it has published more than 7,000 new reviews. Choice continues to share information and reviews with readers through six free eNewsletters along with the Choice Facebook page and review of the day iPhone app. Choice also received notification of the approval of its Commercial Interior LEED application for its new Liberty Square office condominium in Middletown, Connecticut this year. LEED (Leadership in Energy and Environmental Design) certification is granted to projects that meet national standards for sustainability and green practices in building design.

### ***The Profession***

ACRL strives to provide continuous learning opportunities for our members. A wide variety of professional development activities were offered during FY11, from face-to-face programming to publications and online learning and networking opportunities. Another primary goal of the strategic plan is leadership, with objectives to empower members to communicate the value of their contributions to learning and scholarship and to increase recognition of the value of libraries and librarians by leaders in higher education, information technology, funding agencies, and campus decision-making. Through its awards program, which recognizes the achievements of academic and research librarians and libraries, ACRL provides a platform for librarians to bring notice of their work to their broader communities.

### ***Advocacy***

As noted in the introduction, this year ACRL released “The Value of Academic Libraries Comprehensive Research Review and Report,” a review of the quantitative and qualitative literature, methodologies and best practices currently in place for demonstrating the value of academic libraries developed by Megan Oakleaf of the iSchool at Syracuse University. The primary objective of the comprehensive review is to provide academic librarians with a clearer understanding of what research about the performance of academic libraries already exists, where gaps in this research occur and to identify the most promising best practices and measures correlated to performance. We are planning a variety of upcoming initiatives based on the report to help our members demonstrate their value on campus. The full report is available on the ACRL Website at [www.acrl.ala.org/value](http://www.acrl.ala.org/value).

To assist with statistics gathering and peer comparisons, ACRLMetrics launched in January 2011. Developed by Counting Opinions, this new online product provides unprecedented access

to the annual ACRL Academic Library Trends & Statistics Survey data as well as the biennial National Center for Education Statistics (NCES) Academic Library Survey data in one convenient location. ACRLMetrics facilitates performance analysis and decision-making with peer benchmarking and customized reports for use in presentations, grant applications, self-studies and strategic planning.

### ***Technology***

This year ACRL offered a variety of technology-related learning opportunities. Seminars, Webcasts, ACRL 2011 programs and preconferences on the mobile Web and apps, foursquare, QR codes, online music and video, ebooks and next generation catalogs were all well attended and received. The ACRL 2011 Cyber Zed Shed, focusing on emerging technologies, was again one of the most popular features of the conference. Many ACRL chapters and sections provide additional information technology learning opportunities to their constituents at the local level and in subject-specific ways.

The ACRL TechConnect website continues to provide easy access to association resources dealing with technology issues. The site identifies all the ACRL technology-related events, professional development opportunities, publications, articles, podcasts and communities and links them from one location. Monthly articles exploring a variety of technology issues appear under the ACRL TechConnect brand in *C&RL News*.

ACRL continued our focus on experimenting with new technologies to deliver content this year. In addition to examples mentioned elsewhere in the report, several new ACRL podcasts were produced this year, including ACRL 2011 Invited Speaker Char Booth, ACRL 2011 Virtual Conference, Welcome to ACRL 2011, Excellence in Academic Libraries Awards – Community College Libraries, Excellence in Academic Libraries Awards – College Libraries, and Excellence in Academic Libraries Awards – University Libraries. The association also produced a promotional video for ACRL 2011 in conjunction with the conference video contest.

The ACRL 2011 Virtual Conference featured 12 live Webcasts, as well as asynchronous activities such as podcasts; activities on social networking sites such as Facebook, Flickr and YouTube; and discussion boards and daily blog posts from conference correspondents. The Virtual Conference archive includes more than 130 slidecasts (PowerPoint slides or other presentations synced with audio of the speaker) from every contributed paper, Cyber Zed Shed presentation, invited paper and panel session presented at the face-to-face conference. The archive is available through April 2012 for all attendees. The ACRL Virtual Worlds Interest Group also offered a variety of programming in the ACRL Second Life space, including events in conjunction with ACRL 2011.

### ***Learning***

More than 5,300 library staff, exhibitors, speakers and guests from around the world, met from March 30 – April 2 in Philadelphia and online for the ACRL 2011 Conference. ACRL 2011 had the highest combined registrant participation ever for an ACRL Conference, with 3,533 face-to-face and virtual attendees from all 50 states and 24 other countries. The conference offered more than 300 programs that explored the interdependency that exists in academic and library communities and the changing nature and role of academic and research librarians. The Virtual

Conference, discussed in detail in the Technology section, extended the reach of the conference to those unable to join us in Philadelphia.

New to the conference this year was the IdeaPower Unconference, a forum for the exploration of powerful ideas to transform academic libraries. Designed to be an exercise in the dynamic presentation of powerful ideas, approximately 20 presenters volunteered to share an idea with the power to transform academic libraries in a six-minute presentation. ACRL continued its focus on new technologies by offering mobile conference schedules as well as SMS updates; a 'text an expert' service; and an increased presence on Twitter through general conference, invited paper, panel and Cyber Zed Shed session hashtags. Attendees were also able to check in at various ACRL 2011 locations via Foursquare.

The ACRL e-Learning program offered 36 e-Learning events consisting of 18 Webcasts and 18 multi-week courses this year on a variety of topics such as copyright and the library, budgeting, embedded librarianship, ethnographic methods, Web design and usability, and new technologies. More than 746 individuals and 51 groups participated in this year's e-Learning offerings to date.

ACRL preconference sessions at the 2011 ALA Annual Conference in New Orleans provided information on action research, leadership strategies and media relations.

The 52nd annual Rare Books and Manuscripts Section (RBMS) Preconference will be held June 21 – June 24, 2011, in Baton Rouge, LA. Themed "In the Hurricane's Eye: Challenges of Collecting in the 21st Century," the preconference will explore the challenges of building and providing effective access to collections that will remain central in the future through sessions examining cultural stewardship, regional collecting, the value of special collections and preservation and disaster recovery.

We continued to offer ACRL OnPoint, an occasional free and open chat series, over the past year. Chat topics included "The Value of Academic Libraries" (October 2010) and "Changing Roles of Subject Librarians" (May 2011).

Knowing that professional development is essential to the success of academic and research librarians, especially during an economic downturn, we awarded more than \$97,000 in scholarships this year. More than 90 scholarships were awarded for the ACRL 2011 conference in five different categories. Scholarships were also awarded for the ACRL e-Learning program, the Harvard Leadership Institute for Academic Librarians, the Immersion Program and 52nd RBMS Preconference.

### ***Strengthening Partnerships with Higher Education***

ACRL continues to work with higher education associations to strengthen both partnerships and the profession. We collaborated with seven higher education associations (ACPA, ACHUO-I, ACUI, APPA, NACUBO, NAEP, AND NASPA) to offer the 2010 Women's Leadership Institute. This program brought together mid-level administrators from across campus functions to share experiences, develop a better understanding of the campus as a workplace and culture, and create new networks and networking skills.



The Association for Institutional Research, the Association of Public and Land-grant Universities (A·P·L·U), and the Council of Independent Colleges accepted ACRL's invitation to be collaborative partners on an IMLS grant proposal on the Value of Academic Libraries. The grant will bring together stakeholders from across the higher education community to focus on student learning assessment issues that span the academy and explore ways for libraries to align with academic institutional goals.

The ACRL Council of Liaisons maintains relationships with the American Anthropological Association (AAA), American Association of Community Colleges (AACCC), American Council of Learned Societies (ACLS), American Educational Research Association (AERA), American Political Science Association (APSA), American Sociological Association (ASA), Association for the Study of African American Life & History, Council of Independent Colleges (CIC), National Resource Center for The First-Year Experience and Students in Transition (NRC-FYEST), National Women's Studies Association (NWSA) and Society for Information Technology and Teacher Education (SITE).

### ***Awards***

Since 1923, the ACRL Awards Program has recognized and honored the professional contributions and achievements of academic libraries and librarians. This special recognition by ACRL enhances the sense of personal growth and accomplishment of our members, provides our membership with role models, and strengthens the image of our membership in the eyes of employers, leadership and the academic community as a whole.

In 2011, 22 outstanding individuals and institutions received ACRL awards recognizing their accomplishments. ACRL's top honor, the Academic/Research Librarian of the Year Award was presented to Janice Welburn, dean of university libraries at Marquette University in recognition of her impact on the profession. Her commitment to mentoring and diversity makes her a tireless advocate for the profession and serves as a model for early career librarians.

ACRL continues to present the Excellence in Academic Libraries Award to recognize the staff of a community college, a college and a university library for exemplary programs that deliver outstanding services and resources to further the educational mission of their institution. This year's recipients were the Santa Barbara City College Luria Library in the community college category, the Grinnell College Libraries in the college category and the Z. Smith Reynolds Library at Wake Forest University in the university category. The award, sponsored by ACRL and YBP Library Services, includes a presentation ceremony on the campus of each award-winning library.

### ***The Association***

ACRL's goals for the association focus on membership and sustainability. ACRL's membership goal focuses on membership growth building on retaining core membership while recruiting from new and diverse communities. The goal for sustainability is for ACRL to have the fiscal resources, staff expertise, and organizational structure to advance the association's strategic plan.

### ***Membership***

ACRL's membership activities build on retaining core membership while recruiting from new and diverse communities. As of April 30, 2011, ACRL had 12,654 members, an increase of 4.35% (528 more members) over FY10 (12,126). There are currently 11,870 personal members, 756 organizational members and 28 corporate members. For FY11 to date, ACRL had 2.4% fewer member renewals (174) than during the same period during the last conference year (2009). However, 21.6% (241) fewer members have dropped their membership compared to the same period during the previous conference year (2009).

The ACRL 101 program at the ALA Annual Conference continues to educate members and potential members on the wide range of ACRL activities and opportunities for participation. ACRL's presences on Facebook, LinkedIn, Second Life and Twitter continue to grow and provide our membership with new avenues to connect with colleagues and the association. ACRL continues to explore new models for member connections. For the second year, we held a virtual orientation session for new leaders. A number of ACRL committees, interest groups, sections, and the Board of Directors are working virtually and taking advantage of ALA Connect and other virtual meeting systems to keep the work of the association moving forward year round.

The ACRL Board of Directors approved the formation of the Digital Curation interest group at the 2011 Spring Executive Committee bringing the total number of ACRL interest groups to eight. As of April 2011, ACRL interest groups had a combined membership of 1570.

ACRL provides special connections for members, both virtual and personal. ACRL sections offer 17 vibrant and dynamic communities that nurture individual development and foster a deeper connection to the profession. Sections continue to offer successful mentoring opportunities along with programming and special social events at the ALA Midwinter Meeting and Annual Conference to create community among new and continuing members.

### ***Final Thoughts/An Appreciation***

As I conclude my presidential year, I am ever more certain of the bright future for academic libraries. It has been an absolute joy to interact with ACRL members and to learn about the exciting and innovative initiatives underway to support student learning, faculty scholarship and institutional excellence. I am proud of the accomplishments of ACRL as they represent the commitment of all of our members to creating a bold and vibrant profession that adds value to higher education.

I want to thank and acknowledge the contributions of the Board of Directors, who have worked tirelessly though the ambitious agenda of championing the Value of Academic Libraries initiative, creating the Plan for Excellence, and revising the By-Laws, all the while continuing to attend to the ongoing oversight of the association. I am honored to have worked with Vice-President/President-Elect Joyce Ogburn; Past-President Lori Goetsch; Budget and Finance Committee Chair, Janice Welburn; ACRL Division Councilor, Maggie Farrell; and Directors-at-Large, Lisabeth Chabot, Beth Dupuis, Mark Emmons, Linda Kopecky, John Lehner, Michael LaCroix, Ann Campion Riley and Mary Ann Sheble.

The ACRL staff is without comparison. My gratitude to them leaves me without words adequate to the task of expression so let me just say a simple “thank you” to them all: Adam Burling, Margot Conahan, David Connolly, Katie Coombes, Kathryn Deiss, David Free, Ann-Christe Galloway, Francine Graf, Megan Griffin, Kara Malenfant, Dawn Mueller, Tory Ondra, Mary Jane Petrowski, Irving Rockwood and Erin Shackelford. There is one person who I must mention separately, Executive Director Mary Ellen Davis. Without Mary Ellen’s leadership, the presidency would be an impossible task. With her enthusiasm and support, one accomplishes far more than what one would have believed possible.

Finally, I want to thank my husband, Joseph Hinchliffe, for supporting me in pursuing this once-in-a-lifetime opportunity and the sacrifices he made in order to help me succeed.