



PALCI™

Partnership for Academic Library
Collaboration and Innovation

2022 Annual Report

A Year in Review



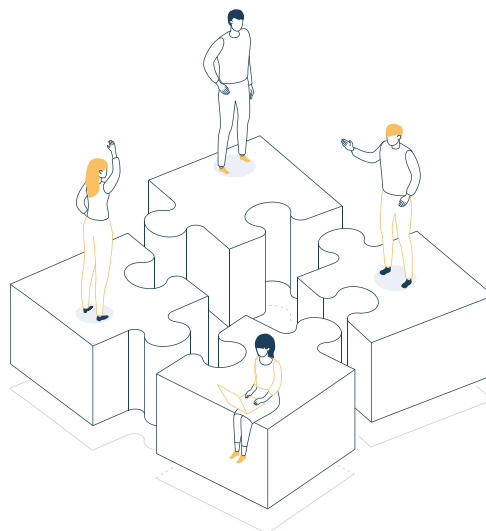
PALCI Board President Anne Krakow
Director of Libraries at Saint Joseph's University

In 2020, the PALCI Board undertook an effort to articulate a strong and compelling future for the organization, empowering PALCI to continue to build on its many recent successes. The Board's Future Framing Task Force interviewed PALCI members, evaluated consortial offerings, led sessions aimed at uncovering PALCI member needs, and made recommendations for the following articulated organizational mission, vision and values statements.

Vision: PALCI is the trusted and preferred partnership for academic library collaboration and innovation.

Mission: PALCI enables cost-effective and sustainable access to information resources and services for academic libraries in Pennsylvania and surrounding states.

Values: PALCI operates on mutual trust. It is PALCI's responsibility to continuously earn and renew that trust by consistently demonstrating operational excellence, transparency, innovation, and respect for diversity and privacy.



Additionally, the Board updated the consortium's acronym, which historically stood for the "Pennsylvania Academic Library Consortium, Inc.," to now represent PALCI as the "Partnership for Academic Library Collaboration & Innovation" with an intentional focus on members as active partners in a vibrant and diverse collaborative setting.

This exciting vision of PALCI's future was approved by the Board in October 2020, followed by the development of plans for its implementation that were slated to begin in July 2021. During FY21-22, the PALCI staff and Board shepherded this implementation with a laser focus on a phased implementation of PALCI's newly articulated services model, with "Common Services" defined as PALCI's programs and services that are funded wholly by dues, and Opt-in/Optional participation opportunities. The implementation also included improved support for collaboration with new communication infrastructure, such as a redesigned PALCI website and Basecamp collaboration spaces, fully revamped PALCI branding, and funding and governance structures for innovation support.

2022 PALCI Board Officers

Anne Krakow
President

Boaz Nadav-Manes
President-elect

Karen Diaz
Treasurer

Sara Baron
Secretary



PALCI is Powered by Partnership

PALCI Governance & Community Involvement

PALCI wishes to thank all its members, with a special thanks to the following individuals and their respective organizations, for their engagement and participation in PALCI leadership and community activities throughout the past year.

Board of Directors

Anne Krakow, President

Library Director, Post Learning Commons and Drexel Library, Saint Joseph's University

Sara Baron

University Librarian, Duquesne University

John Buschman

Dean of University Libraries and Interim Associate Provost, Research & Innovation, Seton Hall University

Karen Diaz

Dean, West Virginia University Libraries, West Virginia University

Adam Hess

Director of Landman Library, Arcadia University

Mihoko Hosoi

Associate Dean for Collections, Research, and Scholarly Communications, Pennsylvania State University

Deb Morley

Director of the Wolfram Memorial Library, Widener University

Boaz-Nadav Manes

University Librarian, Lehigh University

Kornelia Tancheva

Hillman University Librarian & Director, University Library System, University of Pittsburgh

Collections Advisory Council (CoACT)

Amy McColl *Chair, Swarthmore College*

Heather Getsay *Slippery Rock University*

Roz Goldstein *Widener University*

Terese Heidenwolf *Lafayette College*

Dan Heuer *Bucknell University*

Erika Linke *Carnegie Mellon University*

Jennifer Matthews *Rowan University*

Kristina Rose *New York University*

Brigitte Weinstein *University of Pennsylvania*

EZBorrow Advisory Council

Rachael Bolden *Washington & Jefferson College*

Tom Bruno *University of Pennsylvania*

Kaitlin Kehnemuyi *Chair, Seton Hall University*

Kerry Kristine McElrone *Swarthmore College*

Ginger McGiffin *Clarion University*

Orla Mejia *Rutgers University*

Jennifer O'Leary *West Chester University*

Amy Perrier *Carnegie Mellon University*

Phoebe Walker *New York University*

PALCI Conduct Committee

Amanda Clossen *Chair, Duquesne University*

Kathy Hale *State Library of Pennsylvania*

DaVonne Rooney *Thomas Jefferson University*

PALCI Prospective Collections Working Group

Amy McColl *Swarthmore College*

Angela Carreño *New York University*

Angie Strait *Marshall University*

Bonnie Powers *Franklin & Marshall College*

Daniel Huang *Lehigh University*

Erika Linke *Carnegie Mellon University*

PALCI Retrospective Collections Working Group

Dan Heuer *Co-chair, Bucknell University*

Terese Heidenwolf *Co-chair, Lafayette College*

Sharon Wiles-Young *Lehigh University*

Rachel Newbury *Clarion University*

Andy Hart *University of Pennsylvania*

EZBorrow ReShare Software User Group

Rachael Bolden *Washington & Jefferson College*

Shane Burris *Pennsylvania State University*

Maureen O'Brien Dermott *Dickinson College*

Nicole Rearich *Franklin & Marshall College*

Phoebe Walker *New York University*

Your PALCI Team



Jill Morris

Executive Director



Alison Bradley

Director of Strategic Initiatives



Carl Piraneo

Member Services Coordinator

PALCI Financial Report

2022 PALCI Finance Committee: Karen Diaz, Treasurer and Chair, John Buschman, Deb Morley, Anne Krakow, PALCI Board President (ex-officio), and Executive Director Jill Morris (ex-officio)

Finance Committee Report

FY20-21 presented a number of challenges and opportunities for PALCI as the consortium collectively navigated an environment characterized by widespread uncertainty and the continuing impacts of COVID-19.

Budgetary Highlights & COVID Impacts

PALCI's primary source of financial revenue, membership dues, grew slightly last year thanks to the addition of three new members: Lebanon Valley College, Mercyhurst University, & Westminster College.

Continued grant funds for open source projects like CC-PLUS (Consortia Collaborating on a Platform for Library Usage Statistics) and Hyku for Consortia, both of which were funded by IMLS, and grant-funded community incubation initiatives, such as Affordable Learning PA, funded by LSTA through the Pennsylvania Department of Education and the Office of Commonwealth Libraries, also augmented the consortium's bottom line by offsetting consortium personnel costs in exchange for the staff's work on those initiatives.

Additionally, the consortium applied for and received a loan in the amount of \$73,600 from the federal Paycheck Protection Program (PPP), which was used to ensure full PALCI staffing would remain possible throughout the uncertainty of a worldwide pandemic in 2020. The organization's PPP loan was fully forgiven in July 2021, adding \$73,600 in unanticipated revenue. Lastly, savings on the costs of staff travel and in-person meetings and events resulted in significant budgetary savings.

The impacts named above, together with conservative budgeting practices and unspent funds in recent years enabled the PALCI Board to take several strategic actions in support of the membership through this challenging time, including the following:

- * The PALCI Board leveraged the consortium's healthy net assets to ease the financial burdens of implementing the ReShare resource sharing software by funding the costs of implementation for current members. This investment was especially

important as EZBorrow became a "Common Service" funded by membership dues and available to all libraries, PALCI-wide.

- * The Board committed to funding a fourth full-time staff role for 12-months to provide needed capacity to manage the ReShare transition and other special projects.

Looking Ahead: Financial Stability

Despite having healthy net assets and areas of savings, PALCI remains challenged to create sustainable financial structures with adequate staff and organizational capacity to support PALCI libraries' needs for FY22-23 and beyond.

During FY20-21, PALCI employed four full-time positions, with one position offset by one-time grant funds. PALCI's current grant projects and initiatives are anticipated to end in the coming year however, and the staffing costs previously offset by those grants will be reallocated as expenses funded by dues in PALCI's annual budget.

In our current fiscal year, FY21-22, we have unexpectedly continued to save on salaries due to a vacancy that occurred partway through the year and because of continued reduced travel. However, budgeted operating expenses and personnel costs are currently slated to be higher than incoming membership dues revenue, creating a budgetary deficit.

In addition, eight members of the PALCI community will experience institutional mergers and integrations in the upcoming fiscal year (FY22-23), reducing the number of PALCI member institutions by five - from 74 to 69 total members, with a corresponding decline in membership revenue.

With one of PALCI's strategic directions to steward the organization's financial resources in such a way that strengthens and sustains PALCI for the long haul, the Board, Finance Committee and staff are working to identify creative revenue streams, strategically expand PALCI membership, explore new investment strategies and opportunities, and identify other means of building in a balanced and sustainable budget to position PALCI for continued success in collaboration well into the future.

Statement of Financial Position – FY20-21

PALCI runs on a July 1 - June 30 fiscal year. Each year PALCI undergoes an independent financial audit per PALCI bylaws. In FY2020-21, PALCI's audit was performed by BBD, LLP auditors. What follows is a snapshot of PALCI's statement of financial position for the fiscal year ending June 30, 2021, along with a comparison to the previous year.

ASSETS	2021	2020
Cash	\$1,882,554	\$1,766,863
Accounts receivable	\$67,239	\$222,224
Grants receivable	\$244,624	\$280,170
Investments	\$454,099	\$453,390
Prepaid expenses	\$1,817,650	\$1,773,759
Total assets	\$4,466,166	\$4,496,406

LIABILITIES	2021	2020
Loan payable – Paycheck Protection Program*	\$73,600	\$73,600
Accounts payable & accrued expenses	\$242,197	\$293,268
Deferred revenue	\$2,863,336	\$3,016,581
Program income – content	\$170,075	\$223,505
Total liabilities	\$3,349,208	\$3,606,954

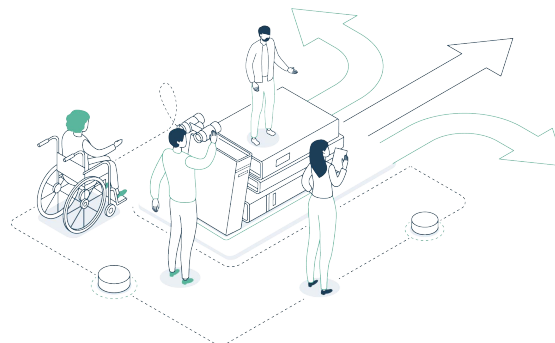
NET ASSETS WITHOUT DONOR RESTRICTIONS	2021	2020
Undesignated	\$896,196	\$746,085
Board designated	\$220,762	\$143,367
Total net assets	\$1,116,958	\$889,452

	2021	2020
Total liabilities & net assets	\$4,466,166	\$4,496,406

*Paycheck Protection Program loan was held as a liability in FY20-21 and later forgiven in full in FY21-22.

PALCI Highlights from FY2021-22: The Value of Collaboration

Taking Historic Steps Together: EZBorrow – PALCI’s Consortial Borrowing Service, Now Powered by ReShare



The EZBorrow service took a historic resource sharing step this year, as PALCI became the first implementer of the open source, community-owned ReShare Returnables software platform. The EZBorrow community has provided invaluable feedback that has led to the development of 8 new software releases since its initial launch, including over 100 new features and enhancements. EZBorrow continues to be a cornerstone to PALCI membership, and this year, the Board designated it as a “Common Service” funded centrally by membership dues with costs spread across all members. EZBorrow employs innovative tools like ReShare to connect library patrons to the resources and information they require, and in addition, PALCI has gained a centralized shared index of bibliographic holdings and data that will play a role in retrospective and prospective collections initiatives for many years to come.

In an effort to facilitate the ReShare transition and other initiatives, PALCI implemented several collaborative measures to improve opportunities for community engagement. The online collaboration app Basecamp gave EZBorrow Practitioners a community hub for questions, updates, documentation links, and community events. Basecamp has also provided the EZBorrow Advisory Council with an asynchronous space to complement their monthly meetings and small group initiatives. In addition to virtual collaboration workspaces, conversational monthly Zoom Office Hours and Community Connect events were held to directly link EZBorrow Practitioners, PALCI staff, and PALCI’s ReShare service provider, Index Data. Another collaborative EZBorrow initiative was the formation of the ReShare Software User Group. This small group of EZBorrow practitioners will work closely with PALCI staff and the ReShare community at-large to ensure effective prioritization and technology-focused communication that will result in even more effective and efficient EZBorrow technology services.

Setting Direction: Collections Collaborations

PALCI’s collections programs are guided and shaped by member library needs: the Collections Advisory Council (CoACT) and the Prospective and Retrospective Working Groups work closely with PALCI staff to host an ongoing series of member engagement projects, especially fall and spring interest surveys and semi-monthly water-cooler discussions which in turn set the direction for our collections programs throughout the year.

Highlights in 2021-22 include the development of a draft statement describing PALCI’s “Healthy Resource Sharing Ecosystem”, developed by the Retrospective Collections Working Group, productive initial discussions with the American Chemical Society toward the development of a PALCI subscription offer for their journal content (anticipated to start in 2023), and the negotiation of an initial proposal to extend the ground-breaking PALCI-wide purchase of Oxford Scholarship Online eBooks for the next three years of frontlist content.

Summary of PALCI Programs & Virtual Events

Since July 2021, PALCI has held a number of community gatherings, professional development opportunities, and networking meetings to facilitate collaboration and information sharing, including:

- * 9 Deans & Directors monthly forums
- * 11 EZBorrow Open Office Hours
- * 9 Community Connect Professional Development and Networking Events
- * 3 Collections Conversations Watercoolers
- * Annual EZBorrow Practitioners Meeting
- * PALCI Annual Membership Meeting

PALCI by the Numbers

In FY20-21, PALCI included

74 in **4**
members states

92% average savings

per member on PALCI-wide collection purchase offers

3 full-time PALCI staff

3

NEW members in FY21-22

573,000

full-time students served by the consortium

More than **46,000,000**

items represented in PALCI's EZBorrow shared index

5

days median turnaround time for filled EZBorrow requests

\$120,000

from net assets to support PALCI-wide implementations of new EZBorrow platform.

\$221 mil+

total collective materials budgets of all PALCI libraries

52%

average savings on PALCI's pass-through eResource subscription services

368,508

total unique titles accessed

by patrons of PALCI libraries from PALCI's ProQuest eBook subscription collections

7,000

monthly average of filled EZBorrow requests across the PALCI consortium

59 PALCI libraries using EZBorrow

shared index and consortial borrowing platform powered by ReShare software

54,866 filled EZBorrow requests

between August 2021 and May 2022

2021-22 PALCI Members

Any non-profit four-year academic or research library in Pennsylvania and contiguous states is eligible for PALCI membership.



Allegheny College
Arcadia University
Bloomsburg University of Pennsylvania
Bryn Mawr College
Bucknell University
Cairn University
California University of Pennsylvania
Carlow University
Carnegie Mellon University
Chatham University
Clarion University of Pennsylvania
DeSales University
Dickinson College
Drexel University
Duquesne University
East Stroudsburg University of Pennsylvania
Eastern University
Edinboro University of Pennsylvania
Elizabethtown College
Franklin & Marshall College
Gannon University
Gettysburg College
Harrisburg University of Science & Technology
Haverford College
Indiana University of Pennsylvania

Juniata College
Kutztown University of Pennsylvania
La Roche University
La Salle University
Lafayette College
Lebanon Valley College
Lehigh University
Lock Haven University of Pennsylvania
Lycoming College
Mansfield University of Pennsylvania
Marshall University
Marywood University
Mercyhurst University
Messiah University
Millersville University of Pennsylvania
Misericordia University
Moravian University
Muhlenberg College
New School, The
New York University
Pennsylvania State University
Philadelphia College of Osteopathic Medicine
Philadelphia Museum of Art
Point Park University
Robert Morris University

Rowan University
Rutgers University
Saint Francis University
Saint Joseph's University
Seton Hall University
Shippensburg University of Pennsylvania
Slippery Rock University of Pennsylvania
State Library of Pennsylvania
Susquehanna University
Swarthmore College
Temple University
Thomas Jefferson University
University of Pennsylvania
University of Pittsburgh
University of Scranton
University of the Sciences in Philadelphia
Ursinus College
Villanova University
Washington & Jefferson College
West Chester University of Pennsylvania
West Virginia University
Westminster College
Widener University
York College of Pennsylvania

Contact Us

Questions? Visit us online at <https://palci.org> or email us at support@palci.org

PALCI is a 501(c)(3) nonprofit membership organization. PALCI's acronym has been updated from the Pennsylvania Academic Library Consortium, Inc. (PALCI's legal name) to the Partnership for Academic Library Collaboration and Innovation.

Our Sponsorships: PALCI wishes to thank its 2022 sponsors, EBSCO and SAGE, for their financial support of PALCI's 2022 annual member meeting and design and production of this annual report.