



FIT FOR FUTURE

CELEBRATING

25 YEARS OF PALCI

2023 ANNUAL REPORT



PALCITM

Partnership for Academic Library
Collaboration and Innovation



Fit for Future: A Year in Review

Dear PALCI Colleagues,

In celebrating the 25th anniversary of our library consortium, it is at this time of jubilation that I am proud to present the 2023 PALCI Annual Report. This report showcases PALCI's evolution throughout the years and its enduring commitment to supporting its member libraries. It also delineates the many activities undertaken by PALCI during 2023, helping you, our supported institutions, to further realize a meaningful collaborative future into the next 25 years. Together, we reflect on the past at the same time we look ahead towards becoming increasingly "Fit for Future."

While many libraries last year faced economic pressures, our consortium remains a vibrant, financially healthy, and self-sustaining organization, operating on a cost-recovery basis. PALCI's primary source of operating income continues to be membership dues, supplemented by grants that support specific project-based work. Grant funds, such as state-based LSTA funds for the Affordable Learning PA initiative and support from the U.S. Institute of Museum and Library Services for the Collaborative Collections Lifecycle Project (CCLP), have been instrumental in ensuring support for innovation, while offsetting the costs of staff support and the incubation of community ideas.

In 2023, we repurposed our fourth full-time position, hiring the much-needed Operations Coordinator, to better support our members and emphasize the importance of cost-effective operational excellence. We have also continued to uphold our commitment to affordability and transparency, using the collective strength of our members to keep organizational dues low while providing unmatched return on investment through strategic partnerships and opportunities.

PALCI continues to deliver on its promise of providing highly valued and affordable consortium services that meet our members' evolving needs. In 2023, we launched new programs, such as the American Chemical Society subscription and Open Access "Read and Publish" offer, in response to member feedback, enhancing staff efficiencies, reducing costs, and optimizing agreement terms. Our staff also engaged in high-impact negotiations for the renewal of major eBook packages, offering hundreds of thousands of eBooks across the consortium.

PALCI also undertook exciting plans for 2023-24 with the launch of the Hyku consortial repository platform as a new PALCI service. Optimizing resource sharing remains a key value and focus for us, and we continue

to play a leadership role and are committed to working with projects like Project ReShare to expand support for non-returnables and other forms of digital lending to the benefit of our users' community.

Despite the challenges in the higher education landscape, including declining enrollments and organizational mergers at several PALCI institutions, we saw growth in our membership. We were pleased to welcome new member institutions such as The Cooper Union for the Advancement of Science and Art (NY), King's College (PA), and Montclair State University (NJ) in 2023, whose institutions are already active participants in many PALCI services. We are exploring new revenue streams and investing strategically in growth and partnership opportunities while planning to continue to grow our membership strategically over the next three years.

We are grateful for your continued trust, support, and collaboration as we work together to strengthen PALCI and further our mission. The future holds great promise, and I have every confidence that PALCI will continue to thrive and adapt to the ever-changing landscape of higher education.

Thank you for your commitment to PALCI, and I look forward to another year of fruitful collaboration.



PALCI Board President
Boaz Nadav-Manes
*University Librarian,
Lehigh University*

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.

2023 PALCI Board of Directors

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

John Buschman, Board VP/President-Elect

Interim Vice Provost & University Librarian
Seton Hall University

Karen Diaz

Dean of Libraries
West Virginia University

Adam Hess, Board Treasurer

Library Director
Arcadia University

Anne Krakow

Library Director of the Post Learning Commons
Drexel Library & Saint Joseph's University

Alexis Macklin

Director, Center for Digital Learning & Innovation
Carlow University

Boaz Nadav-Manes, Board President

University Librarian
Lehigh University

Ed Scarcelle

Associate Provost for Libraries,
Collections, & Academic Services
The New School

Kornelia Tancheva

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

Scott Vine, Board Secretary

Director of the College Library
Franklin & Marshall College



PALCI Executive Director
Jill Morris

It's been 25 years and we're stronger and better collaborators than ever before. What truly sets this consortium apart is the collaborative spirit within our library community. Our Board and staff have worked hard to engender the trust that is required of a true partnership by honoring our members' diversity. Despite our differences, PALCI libraries come together in challenging times to create collaborative solutions, develop innovative ideas, and implement cost-effective strategies. Our continued growth highlights the significance of PALCI's value to higher education organizations in our region. I'm nothing short of excited to see what we'll accomplish together in our next 25!



**25 Years of PALCI
Video Messages**
Scan to Watch

Celebrating PALCI's 25 Years & Beyond

Early Exploration 1996–1998

In the mid-1990s, the landscape of academic libraries faced a need for collaboration, and in 1996, the Pennsylvania Academic Libraries Connection Initiative (PALCI) emerged among a group of approximately 9 institutions. A modest initiative at its inception, PALCI sought funding to explore ways to enhance collaboration among academic institutions. With a single staff member, Sara Randall, a laptop, fax machine, and a laser printer, PALCI was hosted at Lehigh University.

The collaboration quickly evolved, focusing on resource sharing initiatives. PALCI aimed to create a virtual online union catalog for simultaneous searches across member institutions. A testbed of five libraries was established, leading to the formal incorporation of PALCI as a nonprofit organization in Pennsylvania in 1998 when PALCI formally got its start.

Expanding Sharing Opportunities 2003–2008

In 2003, PALCI's sharing service, powered by the URSA platform, was rebranded as "E-ZBorrow." Membership continued to grow, reaching 57 libraries across Pennsylvania, and expanding into New Jersey, and West Virginia by 2004. The consortium expanded its offerings, incorporating eResources and library products/services from various organizations.

PALCI embraced its role as a leader in library collections, endorsing statements on the future of collections and hosting the E-ZB 2.0 summit in 2008. The summit explored the future of EZBorrow and resource sharing among PALCI libraries, setting the stage for further innovations.



Transition & Implementation 1999–2002

PALCI's growth continued as its headquarters transitioned to the University of Pittsburgh in 1999 and PALCI named Dan Iddings as the new Executive Director. The URSA resource sharing system was selected and a new pilot group of five libraries developed a testbed system that successfully handled hundreds of requests. Advisory committees were established to steer the organization forward in collections initiatives and electronic resources acquisitions. New members joined, contributing to PALCI's strategic plan and expanding its influence.

In 2001, PALCI achieved a milestone with the implementation of its virtual union catalog, uniting over 31 million volumes from member libraries. The consortium's reach extended to 49 academic libraries in Pennsylvania by 2002, marking a significant leap in membership.



Experimenting with New Approaches 2009–2015

PALCI's commitment to supporting member library interests and concerns led to grant-funded workshops on disaster preparedness and other programs across the region. The community experimented with opportunities for shared print collections, starting an initiative called the PALCI Distributed Print Archive (PDPA), which initially began with a set of American Chemical Society journal holdings and expanded to other journal and newspaper titles. Plans were set in motion to migrate from URSA to Relais D2D software to enhance the EZBorrow service. Leadership saw a change in 2011 as well, with Catherine C. Wilt taking the helm as Executive Director.

The consortium's influence extended into the realm of eBooks with a growing interest in electronic collections. PALCI formed the eBooks Task Force and created initiatives to pilot a Demand-Driven Acquisitions eBook model with several vendors. NYU launched EZBorrow during this time, expanding resource sharing even further.





2017 PALCI eBooks Task Force members from left to right: Scott Anderson, Jeremy Garskof, Barbara Coopey, Tracie Ballock, and Jill Morris

Resilience & Strategic Growth 2021-2023

As libraries gradually reopened in 2021, PALCI resumed EZBorrow services, migrating to the Project ReShare platform in August. Further grants were awarded to remove barriers to adoption for the Hyku Commons platform.

In 2022, PALCI expanded its membership to include institutions such as The Cooper Union, Montclair State University, and King's College. The consortium joined the National Information Standards Organization (NISO), reinforcing its commitment to industry standards.

In 2023, PALCI continued its legacy with strategic sharing and growth. A groundbreaking "Read and Publish" deal with the American Chemical Society and the launch of the Hyku for Consortia service showcased PALCI's commitment to innovation. Membership grew to 75 institutions, including West Liberty University, Holy Family University, and Goldey-Beacom College, marking PALCI's expansion into Delaware. The consortium's commitment to accessibility was underscored by offering PALCI-wide access to eBooks on EBSCO.

As PALCI continues to navigate the complex terrain of academic library collaboration, our evolution reflects not only the changing landscape of libraries but also the consortium's resilience, adaptability, and unwavering commitment to supporting its member institutions in the pursuit of knowledge.

The Next 25 Years

Where will PALCI be in 25 more years? We hope you will join us in telling this part of our story. We aim to be 100 libraries strong. We look forward to continuing growth of our strategic partnerships, creative problem solving, responding to and proactively addressing the challenges our members face, and continuing to earn the trust of our PALCI libraries. Here's to 25 more!



Expansion and Impact 2016-2020

PALCI's collaborative and innovative spirit persisted and grew even stronger during these years as the consortium significantly expanded access to electronic content, launching its first PALCI-wide subscription programs, and worked with JSTOR on developing a new eBook Evidence Based Acquisitions business model. New eBook strategies were proposed and tested, using data-informed approaches to PALCI-wide acquisitions of frontlist and backlist content from Oxford University Press and SAGE.



PALCI secured national leadership grants from the U.S. IMLS to develop and pilot an open source consortial usage statistics harvesting platform and state-based LSTA grants from the Office of Commonwealth Libraries and the Pennsylvania Department of Education to incubate the Affordable Learning PA community of practice. It was also during this time that PALCI undertook values-driven projects, such as Project ReShare to build a new open source resource sharing platform in partnership with many consortia and software developer Index Data, as well as the Hyku for Consortia open source repository project in partnership with the Private Academic Library Network of Indiana (PALNI).

In January 2019, Jill Morris, the organization's former Associate Director, was appointed PALCI's next Executive Director. The Board underwent a visioning and strategic planning activity in 2019-2020 led by a new Future Framing Task Force to articulate its desired future for the consortium. As part of that visioning, the Board emphasized the organization's commitment to innovation and recognized the centrality of mutual trust to PALCI's mission. The process led to a renewed mission, vision and values, as well as a re-branding effort, which produced a new logo (PALCI's colorful yarn ball logo) and resulted in the renaming of PALCI to be the Partnership for Academic Library Collaboration and Innovation.

The year 2020 brought unprecedented challenges with the COVID-19 pandemic, leading to temporary library closures and a suspension in lending via EZBorrow, however the consortium successfully navigated those challenges, facilitating robust online gathering places for its members to meet, solve problems, and share their collective experiences, increasing inclusive opportunities for PALCI members to collaborate, which have carried on, strengthening PALCI even further in post-pandemic years as PALCI continued to grow and add new member organizations.



PALCI Benefits Library Patrons

PALCI helps libraries collaborate to meet the needs of students, instructors, faculty and researchers with a focus on building and sharing cost-effective access to collections. By participating in PALCI service offerings, member libraries gain access to millions of titles in physical and electronic formats.

STUDENTS

Expanded Collections Offerings

Discover the items they need in PALCI's shared EZBorrow catalog and place a request that is automatically routed to lending libraries

Fast, Efficient Service

EZBorrow delivery timelines rival expedited e-commerce sites, with materials often arriving in **3-5** days

Opportunities to Store, Build Access, & Preserve Student Work

Store their student projects and papers in Hyku repositories

Primary Sources to Support Learning

Locate and use digital primary source materials

Online Access

Gain access to critical eBook and eJournal content immediately online

FACULTY

A World-Class Library Collection

Borrow from a world-class collection of physical materials from more than **70** libraries including top research institutions with expedited shipping timelines

Expanded, Efficient Access

Gain access to additional copies of popular items not held locally

Predictable & Reliable Online Content Offerings to Meet Teaching & Learning Needs

Enjoy expanded online access to materials that support teaching and learning, including hundreds of thousands of eBooks

RESEARCHERS

Expanded Storage

Store research & publications in locally branded repositories

Expanded Publishing

Publish open access and expand readership at no cost in top chemistry journals

Expanded Access

Gain reciprocal on-site borrowing privileges at neighboring institutions

PALCI's Value to Libraries

Licensing Programs: Achieving Impact through Relevance & Scale

In 2022-23, PALCI libraries collectively licensed more than **\$13.6 million** worth of collections, services, and other content-focused licensing programs, including more than **300,000 eBooks**, with an estimated cost avoidance of **\$17.5 million** & average institutional cost avoidance of more than **86%**.

\$17.5 million in avoided costs

86% average individual institutional cost avoidance

Better terms & increased leverage in agreements

A stronger voice in negotiating

Collections Sharing

More than **38 million** items are available to our **76** institutions via EZBorrow, with more than **55,000** patron requests for physical materials fulfilled in 2022-2023 alone.

Shared EZBorrow policies & service commitments that align with user values & expectations

Technologies that save staff time when sharing materials

World-class collective collection expands discovery & access to more than **38 million** items across **76** libraries in **5** states

Collaboration & Partnerships

PALCI partners with many other groups and consortia, including the Private Academic Library Network of Indiana (PALNI) and the Boston Library Consortium (BLC), as well as project-based collaborations, including support for and membership in Project ReShare and the National Information Standards Organization (NISO)

Reducing duplicated efforts

Leveraging unique strengths of organizations & banding together with partners where values align to effect change

Innovation & Advocacy

More than **\$2m** in grant funds have been awarded to PALCI in support of projects like Hyku for Consortia, Collaborative Collections Lifecycle Project, PA Grants for Open and Affordable Learning, and Affordable Learning PA, among others.

Offering innovative approaches & library services that meet institutional needs

Working to support library choice & interoperability to optimize sharing potential, affordability, & sustainability

Advocating for use of standards & standards development where gaps exist

Learning from communities of practice

Professional networking opportunities

Community Facilitation

PALCI on average facilitates more than **40** community events and meetings per year, open to library staff from PALCI's **76** member libraries, ranging from EZBorrow and Resource Sharing practitioners to Collections and Acquisitions experts to Deans and Library Directors

Expert Library Consulting & Support

4 full-time staff whose job it is to design collaboration strategies

Centralized expert staff offering shared expertise

eResources licensing & resource sharing workflows advice

Support for institutional mergers & other changes

Licensing & Collective Collections Programs

PALCI's strategic approach to collaborative collections greatly enhances access to library materials and enables our members to collectively avoid spending millions in content expenses. Last year alone, PALCI introduced four new offerings which directly addressed needs and challenges expressed by PALCI member libraries via our regular collections survey work and community meetings.

In 2023-24, PALCI is placing a strong emphasis on community engagement as a part of our typical collaborative acquisitions cycle. During this process, our dedicated staff and committees will actively seek feedback and insights about library priorities and challenges to effectively address the needs of our members. The information gathered in this endeavor not only guides our staff activities but also informs our future licensing programs.

The PALCI collections working groups play a vital role in shaping our programs, and we extend our gratitude to the Collections Advisory Council, the Prospective Collections Working Group, and the Retrospective Working Group for their invaluable contributions.

NEW Additions to PALCI Offerings in 2023:

- * Gale Primary Sources
- * American Chemical Society (ACS)
- * Social Explorer
- * Kanopy BASE

Highlighted Programs

ACS All Publications

This groundbreaking agreement delivered cost-containment, increased access to content, and provided a waiver of open access publication fees for all authors at over 50 PALCI institutions. Through the first six months of this agreement, over 150 articles were published Open Access by authors from 18 different PALCI institutions, at no added cost to authors or institutions.

Oxford Scholarship Online: eBooks Purchase 2023-2025

Driven in-part by PALCI's print-based lending and resource sharing data, which showed significant borrowing activity of print Oxford University Press titles, PALCI members prioritized the collaborative purchase of the complete backlist and frontlist electronic content through 2025 over two PALCI-wide negotiations completed in 2019 and 2022. This agreement included innovative license terms to allow for licensed sharing rights and other PALCI benefits.

2023-2026 eBook Bundle Renewal Negotiations

Beginning in July 2023, all PALCI libraries have access to two comprehensive eBook collections from ProQuest and EBSCO, thanks to the commitments received from our members toward these major strategic negotiations. All PALCI libraries benefit from our PALCI-wide subscriptions to both Ebook Central and Academic Video Online for a full three-year term, and for the first time, we have also secured at least one year of PALCI-wide access to a vast custom collection of eBooks from EBSCO as well.

Thank you to the library leaders serving on PALCI committees and working groups.

CoACT

Dan Heuer *Bucknell University*
Joelle Pitts *Carnegie Mellon University*
Kristina Rose *New York University (chair)*
Heather Getsay *Slippery Rock University*
Roz Goldstein *Widener University*
Jennifer Matthews *Rowan University*
Amy McColl *Swarthmore College*
Brigitte Weinstein *University of Pennsylvania*
Terese Heidenwolf *Lafayette College*

Prospective

Amy McColl *Swarthmore College*
Angela Carreno *New York University*
Berry Chamness *Bryn Mawr College*
Bill Meloy *Pennsylvania Western University*
Daniel Huang *Lehigh University*
Jane Excell *New York University*
Krista Higham *Millersville University*
Penny Lochner *Muhlenberg College*
Stephanie Kaceli *Cairn University*

Retrospective

Dan Heuer *Bucknell University (co-chair)*
Sharon Wiles-Young *Lehigh University (co-chair)*
Andy Hart *University of Pennsylvania*
Rachel Newbury *Pennsylvania Western University*
Terese Heidenwolf *Lafayette College*
Alysa Hornick *New York University*
Tom Christie *Muhlenberg College*

PALCI is Grounded in Resource Sharing

For over 15 years, the EZBorrow Service has been the cornerstone of the PALCI Consortium, enabling cost-effective sharing, expanding access, and empowering users.

EZBorrow is an expedited interlibrary loan service that empowers students, faculty, and staff at participating institutions to discover, request, and borrow books and other physical library materials from more than 60 college and university libraries in Pennsylvania, Delaware, New Jersey, New York, and West Virginia.

This highly-regarded service streamlines the request process by automatically sending requests to lending libraries, reducing the need for library staff involvement. A standardized set of EZBorrow Policies ensures a consistent level of service quality. Materials are delivered to the requester's home library within 3-5 business days. EZBorrow is the trusted go-to for academic libraries of all sizes, granting users easy access to the unique collections of PALCI members.

To power the EZBorrow service, PALCI now utilizes ReShare Returnables software. The open source ReShare platform equips PALCI libraries with a shared index of holdings across the consortium, a unified discovery layer, and request management tools that automatically direct patron requests to libraries with available items.

EZBorrow Key Data Points in 2022-2023:

- * **More than 38 million** items representing approximately **18.4 million** unique titles
- * **4** new software releases; continual updates & improvements with over **40** new features added to increase efficiency & usability with a faster shared index
- * More than **60** active tenants, with **5** more implementations underway
- * **4** new EZB libraries added
- * **55,802** filled requests
- * **5** day median turnaround time from the moment the item was requested till its delivery at the requesting library
- * **6,000** average monthly requests during each academic semester

In addition to the conveniences to library staff and patrons, EZBorrow features a rich community of library professionals collaborating to ensure a highly optimized service offering. EZBorrow staff users share knowledge, attend networking events, and support each other in improving their local practices for a highly effective library.

PALCI member institutions attend monthly watercoolers, open office hours, and community gatherings.

Thank you to the library leaders serving on PALCI committees and working groups.

EZB Advisory Council

Tom Bruno *University of Pennsylvania (co-chair)*
Ginger McGiffin *Penn. Western Univ. at Clarion (co-chair)*
Zane Aurandt *Duquesne University*
Rachael Bolden *Washington & Jefferson College*
Luisa Cywinski *Villanova University*
Kerry Kristine McElrone *Swarthmore College*
Jenn O'Leary *West Chester University*
Amy Perrier *Carnegie Mellon University*

PALCI 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*

Access Services Leadership Roundtable

Based on member input, PALCI established a new community-led discussion group for Access Services leadership in PALCI member libraries. The PALCI Access Services Leadership Roundtable brings together Access Services staff in leadership positions to identify ways to collaborate, promote, and strengthen the role of Access Services within libraries.

PALCI Access Services Leadership Roundtable Organizing Committee

Chantal Brock *New York University*
Caroline Brown *University of Pittsburgh*
Teresa Edge *Widener University*
Krista Higham *Millersville University*
Melissa Pierce *Pennsylvania Western Univ. at Clarion*
Andy Toulas *The New School*

Statement of Financial Position

PALCI runs on a July 1 - June 30 fiscal year. Each year PALCI undergoes an independent financial audit per PALCI bylaws. In FY2022-23, PALCI's audit was once again performed by BBD, LLP auditors. What follows is a snapshot of PALCI's statement of financial position for the fiscal years ending June 30, 2022, and June 30, 2023.

ASSETS	2021-2022	2022-2023
Cash	\$1,552,878	\$3,131,105
Accounts receivable	\$33,761	\$82,401
Grants receivable	\$236,425	\$38,890
Investments	\$454,516	\$470,146
Prepaid expenses	\$1,687,239	\$1,687,239
Total assets	\$3,964,819	\$7,319,105

LIABILITIES	2021-2022	2022-2023
Accounts payable & accrued expenses	\$187,818	\$193,760
Program income – content	\$2,369,327	\$5,813,623
Membership dues	\$95,010	\$46,725
Total liabilities	\$2,652,155	\$6,054,108

NET ASSETS WITHOUT DONOR RESTRICTIONS	2021-2022	2022-2023
Undesignated	\$1,043,652	\$1,045,985
Board designated	\$269,012	\$219,012
Total net assets	\$1,312,664	\$1,264,997

Total Liabilities & Net Assets	2021-2022	2022-2023
	\$3,964,819	\$7,319,105



PALCI Membership

PALCI membership is growing! Membership in PALCI is open to non-profit academic and research libraries in Pennsylvania and contiguous states. PALCI's membership requirements and process are available at: <https://palci.org/about/members>

In FY 2022-2023, PALCI was delighted to add three (3) new institutions to its mix, including The Cooper Union for the Advancement of Science and Art (NY), Montclair State University (NJ), and King's College (PA). In FY2023-24, PALCI has additionally welcomed Drew University (NJ), Goldey-Beacom College (DE), Holy Family University (PA), and West Liberty University (WV).



- | | | |
|---|--|---|
| Allegheny College | Indiana University of Pennsylvania | Robert Morris University |
| Arcadia University | Juniata College | Rowan University |
| Bryn Mawr College | King's College | Rutgers University |
| Bucknell University | Kutztown University | Saint Francis University |
| Cairn University | La Roche University | Saint Joseph's University |
| Carlow University | La Salle University | Seton Hall University |
| Carnegie Mellon University | Lafayette College | Shippensburg University |
| Chatham University | Lebanon Valley College | Slippery Rock University |
| Commonwealth University of Pennsylvania | Lehigh University | State Library of Pennsylvania |
| Cooper Union for the Advancement of Science & Art | Lycoming College | Susquehanna University |
| DeSales University | Marshall University | Swarthmore College |
| Dickinson College | Marywood University | Temple University |
| Drew University | Mercyhurst University | Thomas Jefferson University |
| Drexel University | Messiah University | University of Pennsylvania |
| Duquesne University | Millersville University | University of Pittsburgh |
| East Stroudsburg University | Misericordia University | University of Scranton |
| Eastern University | Montclair State University | Ursinus College |
| Elizabethtown College | Moravian University | Villanova University |
| Franklin & Marshall College | Muhlenberg College | Washington & Jefferson College |
| Gannon University | The New School | West Chester University of Pennsylvania |
| Gettysburg College | New York University | West Virginia University |
| Goldey-Beacom College | Pennsylvania State University | West Liberty University |
| Harrisburg University of Science & Technology | Pennsylvania Western University | Westminster College |
| Haverford College | Philadelphia College of Osteopathic Medicine | Widener University |
| Holy Family University | Philadelphia Museum of Art | York College of Pennsylvania |
| | Point Park University | |

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.

PALCI thanks its 2023 sponsors, EBSCO, ACS, and Oxford University Press for their financial support of PALCI's 2023 annual member meeting, as well as the design and production of this annual report.

