

Leading with Impact

2025-2026 PALCI Annual Impact Report



PALCI™

Partnership for Academic Library
Collaboration and Innovation

WOW Moments

\$16.5M

COST AVOIDANCE

Members gain value and save money by working collectively for shared needs

82

MEMBERS IN 5 STATES

Hobart & William
Smith Colleges and
Fairmont State
University joined
PALCI's membership
this year

4.5

CENTRAL CONSORTIUM STAFF

PALCI added one
part-time position in
a personnel sharing
partnership with
another consortium
for enhanced
member support
capacity

100%

MEMBER RETENTION

When members join
PALCI, they stay for
the long-term



Meeting This Moment, Together.

We've individually and collectively faced some pretty challenging moments over the past 12-24 months that have caused us to question many of the norms that we'd come to expect as givens in the past. Every academic institution and research organization is navigating its own version of uncertainty. While the specific pressures vary, whether enrollment shifts, research funding reductions, rising costs, or broader questions about the value of the research and higher education enterprise itself, the underlying challenge facing libraries across PALCI's membership is consistent: demonstrate that your library is an essential contributor to what your institution is working to accomplish.

PALCI exists for exactly this reason: to enhance libraries' ability to make an impact in alignment with their institution-level goals, and to make that impact both greater and easier to sustain through trust, collaboration, and innovation.

When a library joins PALCI, it gains the collective intelligence, negotiating power, technical infrastructure, and professional community of 82 peer institutions working on the same problems. It gains access to **\$13** million in collectively negotiated contracts. It gains access to a shared collection of more than 44 million items. It gains expertise in areas, from accessibility compliance to scholarly communications to open infrastructure, that most libraries cannot staff independently.

Together with PALCI, your library walks into conversations with institutional leadership carrying more. More documented savings. More demonstrated access. More evidence that your library is solving problems your institution cares about and carefully stewarding limited resources.

This report documents what your membership and engagement in PALCI made possible in 2025-26, for your library, your institution, and the students and researchers you serve.

PALCI Executive Director

Jill Morris

Your Patrons Get **MORE** with PALCI

Delivering Efficiency in Resource Sharing

When a student needs a resource that's not available in your collection, or a faculty member is pursuing a line of inquiry that runs beyond your stacks, EZBorrow steps in. Through PALCI's consortial lending service, your patrons have streamlined access to a **shared collection of more than 44 million items** held across the consortium, with a median **delivery time of five (5) days** and a consistent **16-week loan period**.

PALCI gives your users **efficient access** to a much larger set of materials they can discover and use. PALCI welcomed four (4) new libraries to EZBorrow this year, including **Messiah University, Stockton University, Alvernia University, and Muhlenberg College**, further expanding the network and adding to the pool of available materials.

This year, PALCI hosted more than **25 meetings and webinar events** to build and sustain a community of library staff collaborating to share resources. These gatherings allow for the exchange of best practices, ensuring EZBorrow runs smoothly for different systems, workflows, and patron populations.

PALCI's commitment to efficient access does not stop at our borders. This year, a **Consortial Collaboration Working Group** began aligning policies, workflows, and technical infrastructure with the **Boston Library Consortium**, laying the groundwork for members to borrow and share across a wider network.

EZBorrow Digital - Embracing Change; Setting the Pace

As ebooks replace print purchasing across academic and research libraries, sharing infrastructure, technical capabilities, licensing norms, and shared workflows have not kept pace. PALCI and its members are tackling this shift head on, so libraries do not lose their ability to collaborate.

Guided by a principle as simple as it is powerful: If we own it, we loan it, two member-led working groups produced the foundational work that **the future of consortial ebook lending** will depend on, including:

- A **legal framework** developed with copyright experts, and
- A series of **user experience recommendations** with three practical lending models, recommended metadata standards, and a phased implementation roadmap.

"Our work is designed to expand what patrons can access, with terms that work sustainably for libraries, publishers, and the broader scholarly ecosystem as a whole."

Carl Piraneo, PALCI Director of Member Services & Resource Sharing

MISSION & VISION

The Partnership for Academic Library Collaboration and Innovation (PALCI) is a nonprofit 501(c)(3) consortium of 80 academic and research libraries across Pennsylvania and surrounding states. PALCI strives to be the trusted and preferred partnership for academic library collaboration and innovation.

70K
REQUESTS
FULFILLED

72
PARTICIPATING
LIBRARIES

32
WORKING GROUP
AND EZB ADVISORY
COUNCIL
VOLUNTEERS





Leading Where Members Need Us Most

Academic libraries are facing pressures that have no established playbook: shifting federal policy, expanding accessibility obligations, evolving user expectations, emerging AI and information policy questions, changing author rights and scholarly communications norms, and accelerating vendor consolidation.

PALCI makes sure that no member library faces these pressures alone.

This year, it's meant **moving beyond PALCI's traditional focus** on collections and resource sharing, while applying the same deliberate, community-grounded approach to new territory.

Advocacy was one such area. The PALCI Board developed a new **Advocacy Framework** that gives the consortium a transparent, documented process for deciding when and how to engage on policy questions, a process that any member can point to when anyone asks where PALCI stands.

How does PALCI respond to challenges like these?

By practicing what we preach. In the same way that no individual library can do it all, no single consortium can either. PALCI's approach is always to seek out trusted partners, drawing on organizations with distinctive expertise so members may benefit at consortium scale without PALCI having to staff every specialty internally.

Partnering When it Counts

New and Expanded Collaboration Capabilities in 25-26



Digital Accessibility

PALCI developed a new **PALCI Accessibility Roadmap** and a partnership with **EdPros Digital** for shared approaches to ADA Title II digital accessibility compliance, supported by dedicated board funding.

Scholarly Communications & Information Policy



A consortium-wide partnership with **Authors Alliance** was launched, extending access to expertise in copyright, AI policy, and scholarly communications to every member library.

Library Advocacy

PALCI joined two other consortia, **CARLI** and **Orbis Cascade Alliance**, in a co-developed statement, "**Free Speech Needs Free Libraries**," giving members a collective, credible voice on an issue that is central to libraries' missions.

Interoperability & Standards

PALCI renewed its 3-year membership with the **National Information Standards Organization (NISO)**, bringing members professional development and industry-wide influence in shaping information standards.

Licensing Programs & Service Offerings

Expanding Access with Innovative License Terms & Scale for the Current Environment

Each license negotiation your library handles directly with a vendor or publisher costs staff time, legal review, and the leverage gap that comes from negotiating as a single institution rather than as part of 82. PALCI's centralized licensing program reduces both costs at once, handling **approximately \$13m in licenses annually**.

PALCI's entire operating budget, which totals less than \$1 million annually, funds the staff expertise and negotiating capacity behind an **estimated \$16.5 million in cost avoidance** for member libraries each year. That return is possible because of how the model works: PALCI acts like an extension of your team.

Every licensing program is developed based on member feedback and stated priorities, and then offered for optional participation on a pass-through basis. The cost to participate represents the actual cost of the content or service you select, with no requirement to invest and no mandatory buy-in. **You participate only when the value is real for your library.** The leverage, the terms, and the savings achieved all trace back to PALCI's operating budget, enhancing cost-effective access to information resources and services in alignment with member needs.

In 2025-26, PALCI maintained its core licensing portfolio while adding new offerings that responded directly to what members told us mattered most, ranging from library benchmarking data to authentication services to expanded open access scholarly publishing.



"Every dollar your library saves through collective licensing is a dollar you can direct toward local priorities, and toward the work only your library can do."

Alison Bradley,
PALCI Associate Executive Director

<\$1m → \$16.5+m

**INVESTED IN
OPERATIONS**

**COLLECTIVE
COST AVOIDANCE**

For every \$1 that PALCI spent operating the consortium in 2025-26, members collectively **avoided** more than \$16.50 in costs.



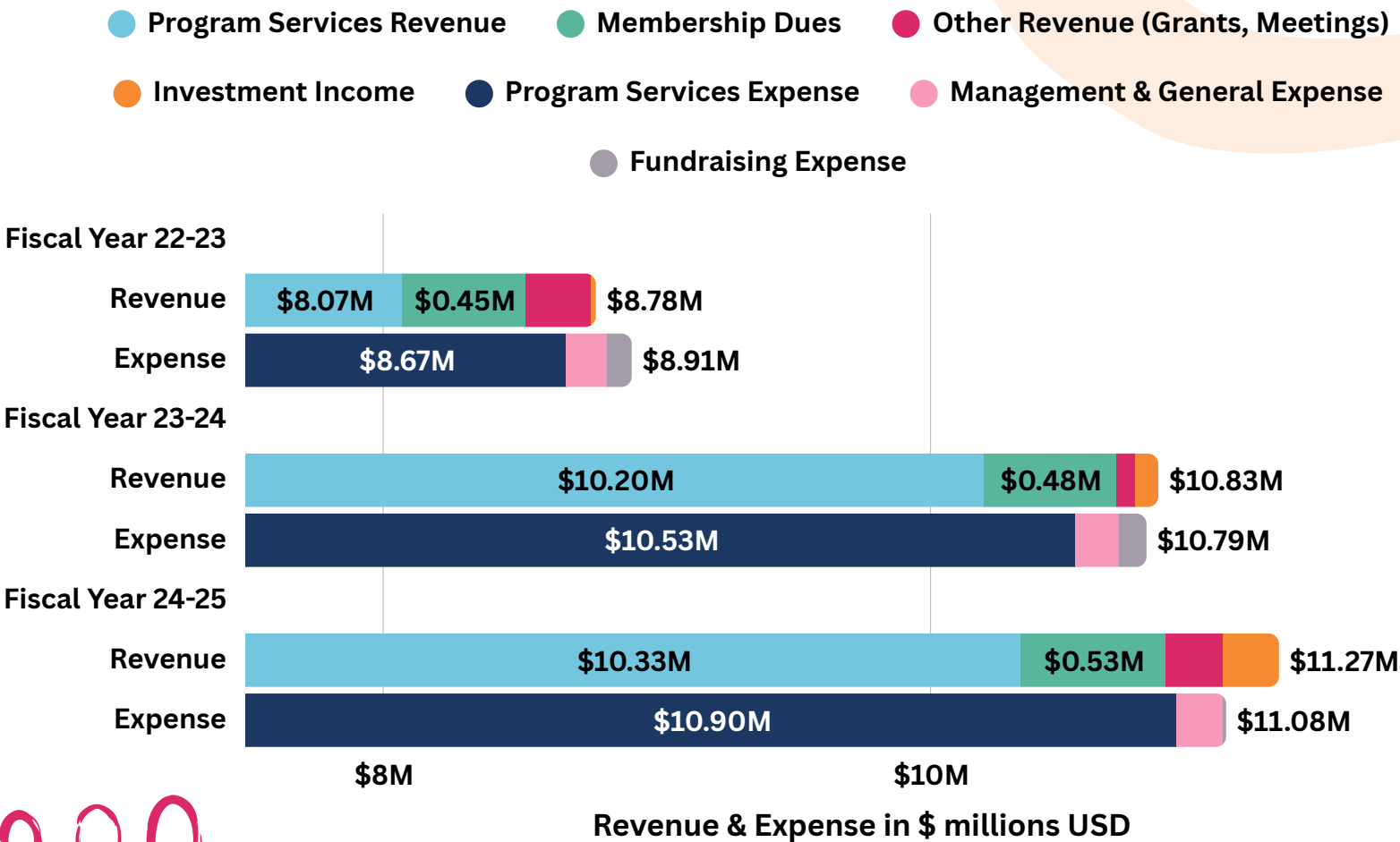
New & Expanded Offerings in 25-26

- **ACRL Benchmark Library Statistics**, giving members standardized comparative data for institutional reporting and planning
- Renewed **American Chemical Society Read & Publish** program, supporting open access publishing with subscription cost control
- **Backstage Library Works** service discounts for cataloging and more
- **Emerald eJournals Read & Publish**
- **Rapido**, expanding resource sharing workflow tools and integrations
- New three-year agreements with **Oxford University Press** and **Sage Publishing**, securing multi-year price stability and improved terms for eBooks and journals
- Renewed **Wiley Journal Database**, adding an opt-in read & publish model
- **JSTOR Publisher Collections**, broadening access to scholarly monograph content



Member-Driven, Financially Resilient

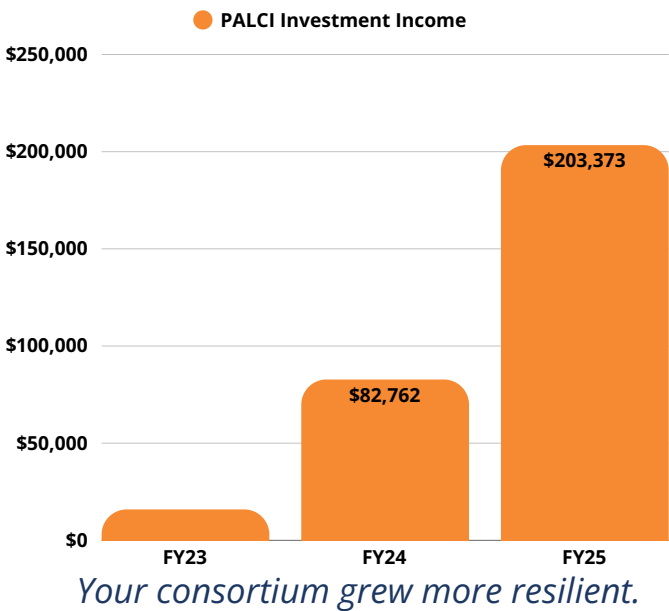
PALCI Revenue & Expense by Year



When PALCI is strong, your library is even stronger.

In FY24, the PALCI Board and staff developed and implemented a new **Financial Investment Strategy** in partnership with RTD Financial, an independent financial advisory firm that specializes in nonprofit fiduciary services. That strategy, which is reflected in the growth of net assets, has already improved the organization’s financial resilience and capacity for reinvestment in consortium-wide needs.

Investment Strategy at Work





Financial Report

PALCI runs on a July 1 - June 30 fiscal year. Each year, PALCI undergoes an independent financial audit per PALCI bylaws. In FY2025, PALCI's audit was performed by Withum Smith + Brown. What follows is a snapshot of PALCI's statement of financial position for the two most recently audited fiscal years ending June 30, 2024 and June 30, 2025.

Statement of Financial Position

ASSETS	2025	2024
Cash and Cash Equivalents	\$177,359	\$405,051
Accounts Receivable	\$48,777	\$12,842
Grants & Contributions	\$16,415	n/a
Investments	\$2,603,934	\$3,092,563
Prepaid Expenses	\$3,802,533	\$3,529,908
Total Assets	\$6,649,018	\$7,040,364

LIABILITIES	2025	2024
Accounts Payable	\$178,258	\$129,960
Deferred Program Income	\$4,828,401	\$5,380,819
Deferred Membership Dues	\$70,970	\$125,115
Total Liabilities	\$5,077,629	\$5,635,894

NET ASSETS	2025	2024
Undesignated	\$1,452,389	\$1,185,458
Board Designated	\$119,000	\$219,012
Total Net Assets	\$1,571,389	\$1,404,470

"Members trust PALCI because we take transparency and accountability seriously, in every dollar and every decision."

Alli Snyder,
PALCI Operations Coordinator



OUR PEOPLE ARE PALCI'S SUPERPOWER

Relationships across 82 libraries turn shared challenges into shared solutions.



Joe Lucia welcomes PALCI colleagues to Temple University's Charles Library ahead of ALA 2025 in Philadelphia.

Trust across PALCI's 82 member libraries is what makes this consortium work. Members meet regularly, in person and virtually, to build the relationships that make collaboration possible.

"What strikes me every day is how much members are willing to share, not just collections, but expertise, ideas, time, and hard won best practices. That willingness is what lets us tackle the tough problems together."

**Jackie Laick,
PALCI Member Support Coordinator**



① Case in Point

Best practice creation is a community-driven process, where the result is guidance that reflects real practitioner experience and serves the whole network. The **EZBorrow Advisory Council's Best Practices Working Group** helps keep resource sharing requests moving smoothly across the PALCI network with practical guidance for processes not covered elsewhere. The Working Group published two new best practices this year, and two more are due out shortly:

Invoicing: Outlines procedures for invoicing items that were damaged or never returned, giving libraries an agreed-upon framework.

Shipping: Establishes responsibilities for keeping accurate shipping address records and using packaging to minimize damage or loss.

Multivolume Requests (forthcoming): Addresses the unique workflows needed when a request involves multiple physical pieces to improve consistency.

PALCI Guide to Interoperability and System Selection (forthcoming): Developed by staff with input from the EZB Advisory Council, this guide explains the strategic importance of interoperability and implications of system choices for workflows, staff time, and costs to collaboration.



PALCI staff visited Westminster College's McGill Memorial Library with Jamie Kohler and John Garrison.



Tressa Snyder showcased Allegheny College's newly opened CREATE space during PALCI's Fall 2025 Regional Meeting.

Empowering Innovation & Thought Leadership

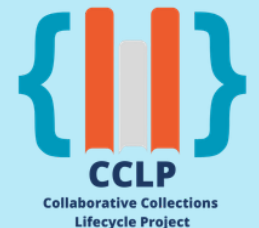
What comes next? As challenges evolve, PALCI stands behind its members to help shape our next opportunity.

In PALCI, your library innovates to solve problems without bearing the risk alone, gaining:

- **Expanded equitable and open access** to scholarly information
- **Joint investments in infrastructure** and the tools that empower collaboration
- **Enhanced capacity** with cost-effective, community-powered services
- **Leadership of an expert team** of centralized staff who offer consulting, program development, and support for local and consortium-wide priorities

Through PALCI, members are leading libraries locally, nationally & internationally with:

- **Approximately \$300k** in grant-funded initiatives, including the **Collaborative Collections Lifecycle Project** and **Sustaining Hyku**, both with support from the U.S. IMLS
- **Personnel and expertise sharing agreements** with other consortia, including Greater Western Library Alliance (GWLA) and the Private Academic Network of Indiana (PALNI)
- **Professional development opportunities** in accessibility, scholarly communications, information policy, and more



This year we led with:

ACCESS SERVICES CONFERENCE ONLINE ACCESS

PALCI-wide access to the online conference for all PALCI members through a crowd-funding effort

PROJECT RESHARE LEADERSHIP

PALCI staff and members are innovating in resource sharing through leadership in open source software governance

NISO CONSORTIAL MEMBERSHIP

PALCI members enjoy NISO benefits through consortium agreement; PALCI's Executive Director is 2026 NISO Board Chair

Acknowledgments

Members of the 2025 and 2026 Board of Directors

DaVonne Armstrong, 2026 Vice President /
2027 President-elect
Jefferson University

Elliot Brandow
Rowan University

Faye Chadwell
Pennsylvania State University

Karen Diaz, 2025 Treasurer
West Virginia University

Adam Hess, 2026 President
Arcadia University

Anne Houston
Swarthmore College

Joe Lucia
Temple University

Alexis Macklin, 2026 Treasurer
Carlow University

Boaz Nadav-Manes
Lehigh University

Ed Scarcelle, 2025 President
The New School

Thanks to our members!

PALCI Member Libraries are nonprofit academic and research libraries in 5 states

Allegheny College
Alvernia University
Arcadia University
Bryn Mawr College
Bucknell University
Cairn University
Carlow University
Carnegie Mellon University
Chatham University
Commonwealth Univ of PA
The Cooper Union
DeSales University
Dickinson College
Drew University
Drexel University
Duquesne University
East Stroudsburg Univ
Eastern University
Elizabethtown College
Fairmont State University

Franklin & Marshall College
Gannon University
Gettysburg College
Goldey-Beacom College
Harrisburg Univ of Sci & Tech
Haverford College
Hobart & William Smith Colleges
Holy Family University
Indiana University of PA
Juniata College
King's College
Kutztown University
La Roche University
La Salle University
Lafayette College
Le Moyne College
Lebanon Valley College
Lehigh University
Lycoming College
Marshall University

Marywood University
Mercyhurst University
Messiah University
Millersville University
Misericordia University
Montclair State University
Moravian University
Muhlenberg College
The New School
New York University
Pennsylvania State University
Pennsylvania Western Univ
Phila Coll of Osteopathic Med
Philadelphia Museum of Art
Point Park University
Rensselaer Polytechnic Inst
Robert Morris University
Rowan University
Rutgers University
Saint Francis University
Saint Joseph's University

Seton Hall University
Shippensburg University
Slippery Rock University
State Library of Pennsylvania
Stockton University
Susquehanna University
Swarthmore College
Temple University
Thomas Jefferson University
University of Pennsylvania
University of Pittsburgh
University of Scranton
Ursinus College
Villanova University
Washington & Jefferson College
West Chester University
West Liberty University
West Virginia University
Westminster College
Widener University
York College of Pennsylvania



PALCI

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Collaboration and Innovation