



# ANNUAL REPORT

— 2024 —

View from Ādisoke Building Site - Future Home of Library and Archives Canada and the Ottawa Public Library



Canadian Association of Research Libraries  
Association des bibliothèques de recherche du Canada

# TABLE OF CONTENTS

<b>02</b>	Opening Messages	<b>19</b>	Research in Librarianship Grant
<b>03</b>	Board of Directors	<b>20</b>	Librarians' Research Institute
<b>04</b>	Member Institutions	<b>21</b>	Academic Libraries' Leadership Institute
<b>05</b>	Strategic Committees	<b>22</b>	Evidence Synthesis Institute
<b>06</b>	Committee Highlights	<b>23</b>	Staff Retreat
<b>11</b>	Communities of Practice	<b>24</b>	Communications
<b>12</b>	Spring Member Meeting	<b>25</b>	Member Statistics
<b>14</b>	Award for Distinguished Service	<b>26</b>	Community Engagement
<b>15</b>	Fall Member Meeting	<b>27</b>	Financial Summary
<b>17</b>	Award of Merit	<b>28</b>	Staff Movements
<b>18</b>	@Risk North 3	<b>29</b>	The CARL Team





# MESSAGE FROM THE PRESIDENT

As we look back on the past year, I am honored to share CARL's Annual Report for 2024. This report highlights the collective achievements, progress, and milestones of our association and its members, underscoring the strength, dedication, and vision that define CARL's community.

CARL continues to represent 29 of Canada's largest university libraries, along with two national libraries, as we work together to foster research, learning, and innovation. Guided by the 2022–2025 strategic plan, we remain steadfast in our commitment to advancing the role of research libraries in shaping academic landscapes both in Canada and beyond.

I am deeply grateful to our talented CARL team, dedicated members, board of directors, committee chairs, and valued partners for their contributions and collaboration over the past year. Your efforts are instrumental in driving CARL's mission forward.

– Brett Waytuck, CARL President

## EXECUTIVE DIRECTOR'S MESSAGE

CARL continued to see significant growth and transition in 2024. We said good-bye to Kasia and welcomed Houda as our new Administrative Officer and Events Coordinator. With the addition of Taleen's position, we have been able to expand the range and scope of CARL communities of practice, and enhanced our outreach and communications. We also added three new visiting program officers to strengthen our research and advisory capacity in AI and Open Science.

We are proud of how actively CARL is engaging in advocacy related to copyright, generative artificial intelligence, open science, and funding programs that advance higher education and research and libraries' roles within them. We are equally proud to have convened our community for many events, including a very fruitful pan-Canadian summit on digital preservation (@Risk North3).

Everything we do at CARL is guided by our Strategic Focus, especially our core principles – leadership, inclusion, influence and impact. We hope this report reflects how we put these values into play, so please, read on!

– Susan Haigh, CARL Executive Director



# BOARD OF DIRECTORS

## President

Brett Waytuck (Regina – 2023-2025)

## Vice-President

Dr. Mary-Jo Romaniuk (Calgary – 2023-2025)

## Secretary, Québec Region Representative

Stéphanie Gagnon (Montréal – 2023-2025)

## Treasurer, Atlantic Region Representative

Michael Vandenburg (Dalhousie – 2023-2025)

## Director, Ontario Region Representative

Talia Chung (Ottawa – 2024-2026)

## Director, Western Region Representative

Jonathan Bengtson (Victoria – 2024-2026)

## Executive Director

Susan Haigh (ex officio – non-voting)



CARL Board. Left to right: Stéphanie Gagnon (Montréal), Brett Waytuck (Regina), Mary-Jo Romaniuk (Calgary), Michael Vandenburg (Dalhousie), Jonathan Bengtson (Victoria), Talia Chung (Ottawa).  
2024 CARL Spring Member Meeting.



# MEMBER INSTITUTIONS

## University Libraries

Brock University  
Carleton University  
Concordia University  
Dalhousie University  
McGill University  
McMaster University  
Memorial University  
Queen's University  
Simon Fraser University  
Toronto Metropolitan University  
Université de Montréal  
Université du Québec à Montréal  
Université de Sherbrooke  
Université Laval

University of Alberta  
University of British Columbia  
University of Calgary  
University of Guelph  
University of Manitoba  
University of New Brunswick  
University of Ottawa  
University of Regina  
University of Saskatchewan  
University of Toronto  
University of Victoria  
University of Waterloo  
University of Windsor  
Western University  
York University

## National Institutions\*

Library and Archives Canada  
National Research Council Canada's National Science Library

\*These members do not take part in CARL's political advocacy activities.

## New Directors Join CARL

**Gohar Ashoughian**, Dean of Libraries - Simon Fraser University

**Joseph Hafner**, Dean of Libraries - York University

**Geoffrey Little**, Vice-Provost and Chief Librarian - Western University

# STRATEGIC COMMITTEES

## Advancing Research Committee

Chair: Talia Chung (Ottawa - to April 2024)

Chair: Michael Vandenburg (Dalhousie - from April 2024)

## Advancing Teaching & Learning Committee

Chair: Amber Butler (Carleton)

## Impact Committee

Chair: Mary-Jo Romaniuk (Calgary - to April 2024)

Chair: Mark Robertson (Toronto Metropolitan - from April 2024)

## Policy and Advocacy Committee

Chair: Susan Parker (British Columbia)

## Strengthening Capacity Committee

Chair: Mark Asberg (Queen's)



Adisōke building under construction - Library and Archives Canada/Ottawa Public Library



# COMMITTEE HIGHLIGHTS

## ADVANCING RESEARCH

Michael Vandenburg (Dalhousie) succeeded Talia Chung (Ottawa) as chair of the Advancing Research Committee (ARC). The committee continued its support of CARL's Strategic Mission through the following initiatives:

### OPEN ACCESS

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- ✿ The committee convened a second informal stakeholders group meeting with representatives from SSHRC, NSERC, CFI, CIHR, ISED, PBUQ and CRKN, to advance a sustainable, shared funding model for open access journals.
- ✿ The Open Access Monographs Working Group was formed to support the growth of open monograph publishing at Canadian university presses.
- ✿ Stéphanie Gagnon (Montréal) represented CARL at the 2nd Global Summit on Diamond Open Access in Cape Town, South Africa.

### SCHOLARIS

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- ✿ The committee established three expert groups – in Metadata & Discovery, Electronic Theses and Dissertations, and Digital Preservation – to provide guidance to Scholaris, the national institutional repository service developed with Scholars Portal.
- ✿ A webinar organized in collaboration with Scholars Portal and featuring members of the Scholaris expert groups was held during Open Access Week 2024.

### PUBLICATIONS

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- ✿ The Scholaris Network of Experts issued an Expert Groups' Report for the Shared Repositories Infrastructure Advisory Committee (SRIAC) and community feedback.
- ✿ The newly-established Library Publishing Community Engagement Team created an infographic-style Library Publishing Primer, and organized three webinars, including a community consultation session with SSHRC.
- ✿ The CARL Knowledge Synthesis Working Group published The Canadian Academic Library Workers Supporting Knowledge Synthesis CARL Needs Assessment Survey Final Report.

# COMMITTEE HIGHLIGHTS

## ADVANCING TEACHING AND LEARNING

Under the leadership of Amber Butler (Carleton), the Advancing Teaching and Learning Committee (ATLC), established in 2023, has fostered growth in multiple areas:

### OPEN EDUCATION

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- ✻ Several meetings were held with external stakeholders, including the regional consortia, to advance the National OER Strategy in terms of discovery, access, and preservation.
- ✻ The Open Education Working Group concluded its work in June when the group reached the end of its third mandate. Terms of reference were drafted for a new Open Education Community of Practice to be launched in the new year.

### WEBINARS & EVENTS

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- ✻ The Open Education Summit: Exploring Indigenous Knowledges and Open Educational Resources took place on February 22 at University of British Columbia, organized by the Open Education Working Group. A complementary three-part webinar series was held over the preceding weeks.
- ✻ The committee's ongoing engagement with AI was demonstrated through a webinar for teaching and learning practitioners on creating AI training modules for faculty with over 190 registrants.
- ✻ In the spring, community outreach from the Open Education Working Group included three installments of the Cross-Canada Open Education Coffee Chat series.

### PUBLICATIONS

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- ✻ The committee released the CARL Statement on Automatic Textbook Billing Models, as well as drafting a supporting document for CARL directors, Assessment and Talking Points on Automatic Textbook Billing
- ✻ The AI Task Group produced Incorporating Generative AI in the Library: Talking Points for CARL Directors, as well as generating recommendations for further engagement with generative AI.
- ✻ The work of the Digital Literacy Task Group culminated with the creation of the CARL Digital Literacies Framework.



# COMMITTEE HIGHLIGHTS

## STRENGTHENING CAPACITY

Under the leadership of Mark Asberg (Queen's), the Strengthening Capacity Committee (SCC) worked toward the long-term support of librarian research, workforce development and renewal, strategic recruitment, leadership and management development, and equity, diversity, and inclusion. 2024 initiatives included:

### EQUITY, DIVERSITY, INCLUSION

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- ✻ The committee launched a new inclusive Collection Webinar Series, organized by the Equity Diversity and Inclusion Working Group under the leadership of Selinda Berg (Windsor), chair of the working group.

### PROFESSIONAL DEVELOPMENT

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- ✻ Several professional development opportunities were organized for CARL member library directors, led by Susan Cleyle, Visiting Program Officer for Leadership Development Initiatives.
- ✻ The committee administered the 2024 cycle of CARL's Research in Librarianship Grant (see recipients on page 19).

### INSTITUTES & WORKSHOPS

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- ✻ In partnership with the University of Victoria Libraries, SCC hosted the Evidence Synthesis Institute Canada 2024, which was held virtually from March 18 - 21, with 54 participants successfully completing the program.
- ✻ The committee held the first ever French-language Librarians Research Institute at ULaval from June 3-6 and welcomed 22 participants.
- ✻ The committee hosted a successful Academic Libraries Leadership Institute from June 10-16 in St. John's, Newfoundland and welcomed 19 participants. Susan Cleyle (Memorial), CARL VPO for Leadership Development Initiatives and Julie Hannaford (Toronto) worked with the Gardiner Centre to rework the 2022 program based on feedback from the previous cohort.

# COMMITTEE HIGHLIGHTS

## IMPACT COMMITTEE

Under the leadership of Mary-Jo Romaniuk (Calgary - to April 2024) and Mark Robertson (TMU - from April 2024), CARL continued to support assessment within and across Canadian research libraries. 2024 initiatives included:

### IMPACT & ASSESSMENT

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- ✶ The committee launched the CARL Impact and Assessment Continuing Education Working Group to collaboratively support and facilitate the use of assessment tools in research libraries, and to encourage the use of evidence to strengthen the profile and services of libraries.

### LIBRARY STATISTICS

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- ✶ The CARL Statistics Working Group was launched to review CARL's annual statistics survey and explore other potential measures to ensure that CARL members collect reliable, useful, and practical data.
- ✶ The committee continued the development of a modernized survey tool and database to enhance users' experience submitting and manipulating data as part of the CARL Statistics program.

## COMING SOON!

### CANADIAN LIBRARY ASSESSMENT COMMUNITY OF PRACTICE

The impact Committee is excited to announce that a new Canadian Library Assessment Community of Practice (CoP) will be launched in 2025!



# COMMITTEE HIGHLIGHTS

## POLICY & ADVOCACY

Under the leadership of Susan Parker (UBC), the Policy and Advocacy Committee continued to actively engage with government officials and policy makers on legislative and policy matter of importance to research libraries and the user community.

### STATEMENTS & PUBLICATIONS

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- ✿ The committee made a submission to the Government of Canada in response to the Consultation on Copyright in the Age of Generative Artificial Intelligence.
- ✿ The Committee posted the statement "The Facts about Education and Copyright" to address the misrepresentations in the opinion piece "Canadian writers, visual artists, and publishers need copyright reform now".
- ✿ CARL submitted a brief to the SRSR following an announcement by the Government of Canada to modernize the federal research support system.
- ✿ Published two codes of best practice: Navigating Copyright for Crown-Published Works: A Code of Best Practices for Libraries and Code of Best Practices in Fair Dealing for Open Educational Resources.

### CONFERENCES & EVENTS

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- ✿ CARL (K. McColgan) and ARL (K. Klosek) co-presented at the IDEAL conference in Toronto, sharing findings and recommendations from our work on the implementation of the Marrakesh Treaty.
- ✿ CARL hosted the Copyright Community of Practice Call: Contract override in academic libraries. A panel of legal scholars and library practitioners discussed whether users' rights under the Copyright Act can be overridden by contracts.
- ✿ Members of the CARL team, including Amanda Wakaruk, VPO Copyright, and Rowena Johnson, VPO Digital Access, attended and presented at the ABC Copyright Conference in Halifax, N.S.
- ✿ CARL participated in a roundtable consultation with members from Innovation, Science and Economic Development Canada (ISED) and various stakeholders to develop a national infrastructure to enhance and support digital inclusion for all Canadians.

# COMMUNITIES OF PRACTICE

## Canadian Repositories

Unites professionals managing open repositories in Canadian libraries, academic institutions, and scholarly organizations. Active since 2022, the group organized 7 community calls in 2024. They currently oversee the Canadian Repository Platform Inventory.

## Bibliometrics and Research Impact

Brings together library workers and other colleagues from Canadian academic institutions working in the areas of bibliometric and research impact assessment. Active since 2022, the group organized 6 community calls in 2024. They also run an Article Club.

NEW

## Library Publishing

New in 2024, the Library Publishing Community Engagement Team supports Canadian library publishing practitioners in their functional roles, and to grow Canadian expertise and capacity in this area. Organized 3 community calls and published the Library Publishing Primer.

NEW

## Equity, Diversity, Inclusion

New in 2024, the purpose of this CoP is to engage library workers based in CARL and non-CARL research libraries, who have a strong interest or functional responsibilities in EDI.

## Communications

Also known as the CommUNITY, this CoP was reformed and rebranded in 2024 after a brief hiatus and brings together library staff and other Canadian colleagues interested in communications. They organize informal, discussion-based Communi-tea events.

## Copyright Officers

Active since 2017, the Copyright Officers' CoP organizes about two community events per year based on topics related to Copyright in Canada which are curated in discussion with CARL's Visiting Program Officers or others in the community.

## Open Education

CARL's Open Education Working Group led this CoP until the end of their mandate in June 2024, with four Open Education Cross-Canada Coffee Chats organized to connect members of the community across Canada.

NEW

## Finance Officers

The Finance Officers CoP is still in its planning stages, but will begin its work in 2025! The goal is to foster collaboration, share best practices, and enhance the financial management capabilities of CARL member institutions. Membership is by director-nomination only.

# SPRING MEMBER MEETING

## MONTRÉAL, QUÉBEC

April 22 - 25

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The Spring Member Meeting took place at the Monville Hotel in Montréal, Québec, from April 22nd to April 25th. Alongside the standard Board and Committee meetings, an array of engaging program sessions were featured, including a visit to the new Université de Montréal MIL Campus Library - Bibliothèque Hubert-Reeves.



CARL Members and Staff. Taken at the 2024 CARL Spring Member Meeting.



# BIBLIOTHÈQUE HUBERT-REEVES

CARL members enjoyed a personalized tour of the Science Library at the Université de Montréal's MIL Campus, which was renamed Bibliothèque Hubert-Reeves in October 2024 in honor of the renowned astrophysicist and university graduate.



Stéphanie Gagnon (Montréal)





# DISTINGUISHED SERVICE AWARD

**Gwen Bird**  
Dean of Libraries  
Simon Fraser University



Left to Right: Manny Axias (Proquest), Tina Brown (Proquest), Gwen Bird (SFU), Leslie Balcom (UNB)

CARL was pleased to honor Gwen Bird as the recipient of the CARL Award for Distinguished Service to Research Librarianship during its 2024 Spring Member Meeting.

This award is conferred annually to a Canadian individual who has served the profession with marked distinction and has made significant national and international contributions to research librarianship through their leadership and engagement.

CARL is grateful to **ProQuest, Part of Clarivate** for its generous support of this award.

# FALL MEMBER MEETING

## OTTAWA, ONTARIO

November 18 - 20

CARL member library directors came together at the Delta Hotel in downtown Ottawa from November 18-20. An array of engaging program sessions were held, in addition to a visit to the Ādisōke construction site of Library and Archives Canada and the Ottawa Public Library.



CARL Members at the Fall Member Meeting 2024



CARL Fall Member Meeting 2024



CARL Staff. Left to right: Taleen Aktorosian, Julie Morin, Houda Tarib, Elizabeth Kalbfleisch, Susan Haigh, Katherine McColgan.



# ĀDISŌKE VISIT

During the Fall Member Meeting, CARL directors, staff, and invited guests had the opportunity to visit the new Ādisōke building, the future home of Library and Archives Canada and the Ottawa Public Library. Currently under construction, this state-of-the-art facility is slated to open in 2026.





# AWARD OF MERIT

The CARL Award of Merit is presented to individuals who have made outstanding local, regional, or national contributions to research librarianship, with a lasting and beneficial impact on the CARL community. Established in 2001, this award has recognized distinguished individuals whose efforts have advanced the mission of research libraries in Canada.

In 2024, CARL honoured Julie Hannaford and Dr. Maha Kumaran with Awards of Merit.



CARL Awards Ceremony. Julie Hannaford (left) and Dr. Maha Kumaran (right)

**Julie Hannaford**, Deputy Chief Librarian at the University of Toronto, received the award in recognition of her significant contributions to professional growth, mentorship, and leadership development within the research library workforce.

**Dr. Maha Kumaran**, Acting Assistant Dean, Collections and Discovery and Liaison librarian for the College of Education at the University of Saskatchewan, was recognized for her leadership and contributions in advancing equity, diversity, and inclusion in Canadian research libraries.





## OTTAWA, ONTARIO

November 21 - 22

The CARL Digital Preservation Working Group, chaired by Geoff Harder (Alberta), in collaboration with partner organizations, hosted @Risk North 3, a digital preservation summit held at Library and Archives Canada. The event brought together 120 practitioners and featured a keynote address by William Kilbride of the Digital Preservation Coalition.



Members of the @Risk North 3 organizing committee.

# RESEARCH IN LIBRARIANSHIP GRANT

The Research in Librarianship Grant was designed to assist librarians' active engagement in research activities. It is intended to support projects involving structured, evidence-based research, which propose answers to real-world issues.

## 2024 RECIPIENTS

- Efficiency of ChatGPT to Support Systematic Review Searching Compared to Established Searching Practices — Janice Kung (University of Alberta) and Catherine Boden (University of Saskatchewan).
- Researchers' Perspectives Regarding Emerging Challenges in Sensitive Research Data Management in Québec — Alisa Beth Rod (McGill University), Caroline Baril (Calcul Québec), Teresa Bascik (Université de Montréal), and Stéphanie Pham-Dang (Université de Montréal).
- Comprehensive Study on the Impacts of EDI initiatives on Racialized Librarians at Canadian Academic Libraries — Tina Liu and Jennie Fallis (McGill University)



McGill University McLennan Library



# LIBRARIANS' RESEARCH INSTITUTE

## Université Laval June 3 - 6

The LRI, a four-day intensive workshop, provided 22 academic librarians with an opportunity to immerse themselves in sustained conversations and activities related to scholarly research, inquiry, and publishing. For the first time it was delivered entirely in French.



LRI Peer Mentor Team. Left to Right: Catherine Lachaine (uOttawa), Michael David Miller (McGill), Daniela Zavala-Mora (uLaval), Gaston Quirion (uLaval), Michelle Brown (uOttawa)

# ACADEMIC LIBRARIES' LEADERSHIP INSTITUTE

## St. John's, Newfoundland and Labrador June 10 - 16

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19 senior academic library leaders attended the 2024 Academic Libraries' Leadership Institute to assist their growth so that they are well positioned to lead Canada's academic libraries into the future. This rich and engaging program enhances critical leadership capabilities, teaches valuable new skills and helps build strong networks across the country.



Library Leaders at the Academic Libraries' Leadership Institute 2024



# EVIDENCE SYNTHESIS INSTITUTE

## Virtual

March 18 - 21

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CARL partnered with the University of Victoria Libraries to host the Evidence Synthesis Institute Canada 2024, which was held virtually from March 18 - 21, with 54 participants successfully completing the program. The Institute is aimed at library staff primarily supporting evidence syntheses in topics outside of the health sciences.



University of Victoria Library

# STAFF RETREAT

## Carleton University December 12 - 13

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The CARL Staff Retreat, held on December 12–13 at the CARL office in Carleton University, brought the team together to collaborate and reflect on CARL's ongoing work and initiatives.



CARL Team. Left to Right: Elizabeth Kalbfleisch, Taleen Aktorosian, Houda Tarib, Susan Haigh, Julie Morin, Katherine McColgan

# COMMUNICATIONS

## Reports and Publications

- [Canadian Library Journal Publishing: A Primer](#)
- [Navigating Copyright for Crown-Published Works: A Code of Best Practices for Libraries](#)
- [Fair Dealing for Open Educational Resources – Codes of Best Practice](#)
- [CARL Digital Literacy Framework](#)
- [OER Policy and Infrastructure Summit Report 2022](#)
- [Knowledge Synthesis Needs Assessment Survey Report](#)

## Responses to National Issues & Position Statements

- [CARL Brief to the Standing Committee on Science and Research Study on the New Capstone Research Funding Organization](#)
- [The Facts about Education and Copyright](#)

## Responses to Federal Budget

- [CARL submission to Pre-Budget consultations 2025](#)
- [CARL submission to the Department of Finance Canada Pre-Budget Consultations 2024](#)

## Governance and Guidance Documents

- [CARL Guidelines for Managing Steering Committee Membership](#)
- [CARL Guidelines for Online Event Management](#)
- [CARL Committees Organizational Chart](#)

# CARL MEMBERS BY THE NUMBERS

The CARL Annual Statistical Survey is a national intelligence resource that captures key trends shaping research libraries in Canada. By participating, member libraries:

- gain valuable insights for decision-making, resource allocation, and demonstrating their impact on research and education;
- contribute to a collective evidence base that strengthens advocacy efforts, informs national policy discussions, and highlights the evolving role of libraries in research, teaching, and digital scholarship.

CARL leverages this data to track emerging priorities, support funding conversations, and provide actionable insights that help libraries anticipate and respond to institutional and sector-wide changes. Participation ensures that research libraries remain visible, valued, and well-supported at the national level.

31



member research  
libraries

\$878M



total Library  
Expenditures

4,910



full time staff  
equivalent

573



open access journals  
hosted

91%



of all collections  
are electronic



# COMMUNITY ENGAGEMENT

## E-LERT / CYBERAVIS

The CARL E-Lert / Cyberavis is a weekly bulletin of recent news and publications related to research libraries, released every Thursday.

**46** E-Lerts  
Published

**1572** Total  
Subscribers

**155** New  
Subscribers

## WEBINARS & COMMUNITY CALLS

Throughout 2024, multiple virtual webinars and community calls were organized to engage the community, share knowledge and best practices, and strengthen the research library network.

**32** Webinars &  
Community Calls

**1797** Total  
Attendees

## YOUTUBE ENGAGEMENT

**18** New  
Videos

**45** New  
Subscribers

**9436** Total  
Views

**460** Hours of  
Watch Time

## GOODBYE X, HELLO BLUESKY!

CARL actively engaged with the library research community through regular updates and interactions on **X**. However, as of the end of 2024, CARL has stepped away from X and is now active on Bluesky.

## COMMUNITY LISTSERV SUBSCRIBERS

**235**

Bibliometrics &  
Research Impact

**208**

Canadian  
Repositories

**248**

Scholarly  
Communication

**74**

Communications  
[CommUNITY]

**56**

Copyright  
Officers

# FINANCIAL SUMMARY

## CANADIAN ASSOCIATION OF RESEARCH LIBRARIES

STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED DECEMBER 31, 2024

## ASSOCIATION DES BIBLIOTHÈQUES DE RECHERCHE DU CANADA

ÉTAT DES RESULTATS  
POUR L'EXERCICE TERMINÉ LE 31 DÉCEMBRE 2024

	Operations Fund/Fonds d'opérations	Restricted Funds/Fonds réservés	Total 2024	Total 2023	
<b>REVENUE</b>					<b>REVENUS</b>
Membership fees	\$ 914,261	\$ -	\$ 914,261	845,446	Cotisations
Interest	28,554	-	28,554	41,610	Intérêts
Other Income	12,338	52,182	64,520	342,352	Revenus divers
ARL	-	56,149	56,149	55,100	ARL
Strategic programs	-	51,725	51,725	74,541	Programmes stratégiques
	955,153	160,056	1,115,209	1,359,049	
<b>EXPENDITURE</b>					<b>DÉPENSES</b>
Meeting costs	95,100	-	95,100	84,647	Coûts des réunions
Stakeholder relations	6,494	-	6,494	7,091	Engagement avec les partenaires
Professional fees	39,016	-	39,016	9,926	Honoraires professionnels
Salaries and employee benefits	669,963	-	669,963	637,720	Salaires et avantages sociaux
Office and general	88,815	-	88,815	155,004	Bureau et frais généraux
Programs and services	12,837	-	12,837	13,713	Programmes et services
Strategic programs (note 3)	-	199,624	199,624	519,218	Programmes stratégiques (note 3)
	912,225	199,624	1,111,849	1,427,319	
<b>NET REVENUE (EXPENDITURE) FOR THE YEAR</b>	<b>\$ 42,928</b>	<b>\$ (39,568)</b>	<b>\$ 3,360</b>	<b>\$ (68,270)</b>	<b>REVENUS (DÉPENSES) NETS POUR L'EXERCICE</b>

# STAFF MOVEMENTS

Elizabeth Kalbfleisch was promoted to Senior Program Officer. Congratulations!



**Elizabeth Kalbfleisch**  
Senior Program Officer

Two new staff members joined the CARL Team.



**Taleen Aktorosian**  
Communications and  
Project Officer



**Houda Tarib**  
Administrative Officer  
and Event Coordinator

Three new Visiting Program Officers (VPOs) joined the CARL Team in 2024.



**Stephanie Savage**  
Copyright & Public Policy



**Mark Swartz**  
Open Science



**Janice Kung**  
AI & Library Services

## A special thanks to...

A heartfelt thank you to the staff and VPOs, whose work with CARL concluded in 2024, for their expertise, talents, and dedication to a wide range of important areas of our work.

**Kasia Kozyra-Kocikowska** - Administrative Officer and Event Coordinator

**Aditi Gupta** - VPO Equity, Diversity & Inclusion

**Ann Ludbrook** - VPO Open Education

**Amanda Wakaruk** - VPO Copyright



# CARL TEAM



**Susan Haigh**  
Executive Director



**Katherine McColgan**  
Manager, Administration  
and Programs



**Julie Morin**  
Senior Program Officer



**Elizabeth Kalbfleisch**  
Senior Program Officer



**Kasia Kozyra-  
Kocikowska**  
Administrative Officer  
and Event Coordinator  
(to April 2024)



**Taleen Aktorosian**  
Communications and  
Project Officer



**Houda Tarib**  
Administrative Officer  
and Event Coordinator  
(as of June 2024)

# VISITING PROGRAM OFFICERS, ASSOCIATES AND ADVISORS



**Susan Cleyle**  
VPO - Leadership  
Development Initiatives  
(Memorial)



**Rowena Johnson**  
VPO - Digital Access  
Policy  
(Calgary)



**Gabriela Mircea**  
VPO - Metadata  
Strategies & Scholaris  
(Calgary)



**Ann Ludbrook**  
VPO - Open Education  
(Toronto Metropolitan)



**Amanda Wakaruk**  
VPO - Copyright  
(Alberta)



**Aditi Gupta**  
VPO - Equity, Diversity,  
Inclusion  
(Victoria)



**Stephanie Savage**  
VPO - Copyright &  
Public Policy  
(British Columbia)



**Mark Swartz**  
VPO - Open Science  
(Queen's)



**Janice Kung**  
VPO - AI & Library  
Services  
(Alberta)



**Kathleen Shearer**  
Research Associate



**Victoria Owen**  
Special Policy Advisor -  
Accessibility  
(Toronto)