



# ANNUAL REPORT

**2025**



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

Orientation Circle at the Forks, Winnipeg, Manitoba



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# MESSAGE FROM THE PRESIDENT

I am pleased to share the Canadian Association of Research Libraries (CARL) Annual Report for 2025. This report highlights the collective achievements, progress, and continued momentum of our association and its members, demonstrating the strength and collaboration that underpin Canada's research library community.

It was an honour to begin my term as CARL President in 2025, and I am grateful for the opportunity to serve this community. I would like to thank my predecessor, Brett Waytuck, for his leadership and dedication. I would also like to recognize the retirement of CARL's Executive Director Susan Haigh, whose vision and leadership over the past decade helped shape and strengthen both CARL and Canada's research library community. In recognition of her many contributions, a retirement celebration was held in her honour at Library and Archives Canada.

This year also marked an important period of transition for the association. The CARL Board of Directors and a dedicated search committee devoted significant time and effort to the recruitment of CARL's next Executive Director, helping ensure the continued stability and future leadership of the organization. I would like to sincerely thank everyone who contributed their expertise and commitment to this important process.

In 2025, we were pleased to welcome the Library of Parliament as a new member. This year also marked the launch of CARL's 2025–2028 Strategic Focus, which sets a renewed direction for our work in the years ahead.

I would like to extend my sincere thanks to the CARL team, our members, Board of Directors, committee chairs, Visiting Program Officers, advisors, and our partners for their ongoing leadership, expertise, and collaboration. Your contributions continue to shape and strengthen our collective impact.



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**DR. MARY-JO ROMANIUK**  
PRESIDENT  
2025-2027

# FORMER EXECUTIVE DIRECTOR'S MESSAGE



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**SUSAN HAIGH**  
FORMER EXECUTIVE  
DIRECTOR

2025 was a stable and successful year for CARL. At the outset, we warmly welcomed the Library of Parliament as a new member, bringing a third non-research library member to our table. Our five strategic committees continued to discuss our members' mission-critical issues and to guide our priorities. Nine communities of practice were active, each guided by a steering group and hosting excellent web-based events throughout the year.

Our Visiting Program Officers (VPOs) and the CARL senior program officers produced a significant number of papers on federal policy issues, and helped to shape national conversations about open science and the impending tri-agency open access policy. All team members deepened their expertise in their areas of responsibility.

The end of 2025 marked the end of my tenure as Executive Director of CARL, as I retired as of December 31st. The organization has grown in scale, scope and influence during the past eleven years. CARL is a healthy and strong organization—one that has an engaged board and membership supported by a truly great team! After the Montebello members' meeting in November, a lovely retirement reception was held in the building where I started my career almost forty years ago, the 395 Wellington site of Library and Archives Canada.

So, in this, my last Annual Report message, I want to express gratitude for the many kind words expressed in speeches, cards and messages from near and far; and I want to say that it has been a pleasure and an honour to work with such wonderful colleagues.

Now, please, read on!

# A LASTING IMPACT: HONOURING SUSAN HAIGH



After 11 years of dedicated leadership (2014-2025), CARL bids a heartfelt farewell to its Executive Director, Susan Haigh. Her vision and commitment have left a lasting mark on CARL, and on Canada's research library community and beyond.

## *A National Leader*

Susan is widely respected across the international research library community. She has built and strengthened relationships with organizations such as the International Federation of Library Associations and Institutions (IFLA), the International Alliance of Research Library Associations (IARLA), Research Libraries UK (RLUK), LIBER, the Council of Australian University Librarians (CAUL), the Association of Research Libraries (ARL), and the Canadian Federation of Library Associations (CFLA).

Notably, she played a key role in the creation of IARLA, strengthening collaboration among research library associations worldwide.

## *Advocacy for Open Scholarship*

Susan has been a committed advocate for open and sustainable scholarly infrastructure. She played an active role in advancing persistent identifiers, including ORCID and broader PID initiatives through CPIDAC, helping to strengthen research visibility and interoperability.

Her leadership extended globally through her role as Chair of the SCOSS Board, where she contributed to building coordinated, sustainable funding models for open science infrastructure.

# A LASTING IMPACT: HONOURING SUSAN HAIGH

## *Advancing National Infrastructure & Collaboration*

Susan's leadership was instrumental in the development of major national initiatives that continue to shape the Canadian research ecosystem.

### *Portage*

Launched in 2015, CARL Portage brought together expertise, services, and technology to support research data management (RDM) across Canada. In 2021, Portage was successfully integrated into the Digital Research Alliance of Canada.

### *Scholaris*

Susan led CARL's involvement in Scholaris, a national shared repository service developed with Scholars Portal, the Ontario Council of University Libraries, and the University of Toronto Libraries, along with regional consortia and the broader repository community.

## *Investing in Leadership & Capacity Building*

A strong advocate for professional development, Susan supported the creation of several national programs that continue to build capacity within the community, including the Academic Libraries Leadership Institute and most recently the FLOURISH Leadership Program.

She also guided the creation and growth of several Canadian research library Communities of Practice, which grew to nine active groups under her leadership. Supported by dedicated staff, these member-led communities became vital spaces for collaboration, knowledge sharing, and peer connection across institutions.

Susan supported the creation of the Advancing Teaching and Learning Committee (ATLC), strengthening leadership within CARL and building capacity across the community to advance teaching and learning in academic libraries.



# A LASTING IMPACT: HONOURING SUSAN HAIGH

## *Strengthening CARL from Within*

During her tenure, Susan oversaw significant growth, expanding CARL's staff from four to six full-time employees, broadening its scope and impact across Canada's research library community.



CARL Staff at the 2025 Spring Member Meeting in Winnipeg



Susan receiving the 2025 Ken Haycock Award at the OLA Conference - January 2025

## *A Lasting Impact*

In recognition of her outstanding contributions to the profession, Susan was awarded the 2025 Ken Haycock Award.

Susan's legacy at CARL is one of vision, collaboration, and sustained impact. She has strengthened not only the organization, but the broader research library community in Canada and beyond.

We thank Susan for her leadership, her dedication, and her unwavering commitment to advancing research libraries. Her influence will continue to be felt for years to come.

# STRATEGIC FOCUS 2025-2028



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## OUR PURPOSE

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CARL provides leadership on behalf of Canada's research libraries and fosters local, national, and international collaboration to enhance the library's role in research and higher education.

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## OUR CONTEXT

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CARL actively engages in a dynamic global research landscape characterized by digital culture, changing user expectations, evolving scholarly activities, technological change, and an increasing emphasis on inclusion.

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## OUR VISION

Canada's research libraries are leaders in transformative and inclusive library practices and are vital partners in advancing open science and innovative research.

# STRATEGIC FOCUS 2025-2028



## OUR CORE PRINCIPLES

The following four core principles are woven into all that we do:

- **LEADERSHIP**
- **INCLUSION**
- **INFLUENCE**
- **IMPACT**

## OUR THREE-YEAR STRATEGY

CARL drives the collaborative deployment of technologies and standards to strengthen the role of libraries in the expansion of open science and scholarship and in knowledge curation, dissemination and mobilization.

CARL accelerates research library collaboration to expand the diversity of collections, descriptions, and the library workforce; to optimize accessibility; and to ensure preservation in an evolving digital environment.

[See CARL's Strategic Focus of 2025-2028.](#)

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**ADVANCING  
SCHOLARSHIP**

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**ENHANCING  
ACCESS**

# BOARD OF DIRECTORS



Board of Directors - 2025 Spring Member Meeting - Winnipeg, Manitoba

## **President**

Dr. Mary-Jo Romaniuk (Calgary – 2025-2027)

## **Vice-President**

Stéphanie Gagnon (Montréal – 2025-2027)

## **Secretary, Québec Region Representative**

Chantal St-Louis (Sherbrooke – 2025-2027)

## **Treasurer, Ontario Region Representative**

Talia Chung (Ottawa – 2024-2026)

## **Director, Atlantic Region Representative**

Dr. Dianne Keeping (Memorial – 2025-2027)

## **Director, Western Region Representative**

Jonathan Bengtson (Victoria – 2024-2026)

## **Executive Director**

Susan Haigh (ex officio – non-voting)

# MEMBER INSTITUTIONS

The Library of Parliament joined the Canadian Association of Research Libraries in 2025, with Christine Ivory as its primary representative. CARL welcomed Lori Birrell as the new member director of the University of Saskatchewan.

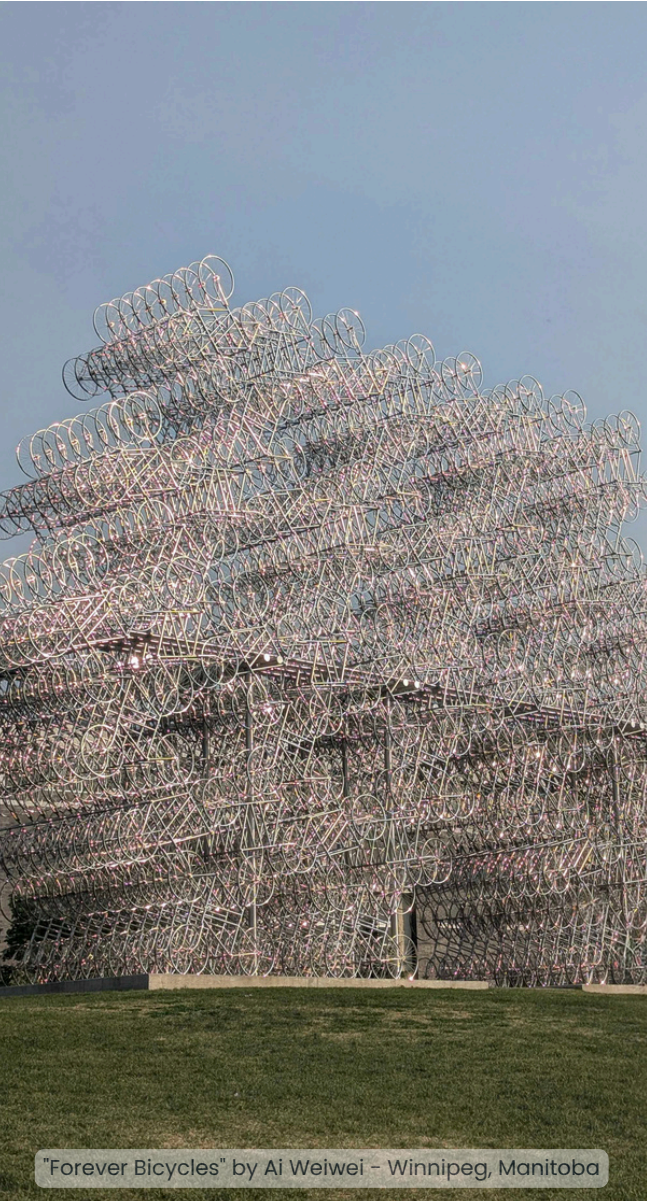
## UNIVERSITY LIBRARIES

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  
Library of Parliament  
National Research Council Canada's National Science Library

# STRATEGIC COMMITTEES



"Forever Bicycles" by Ai Weiwei - Winnipeg, Manitoba

## **Advancing Research Committee**

Chair: Michael Vandenburg (Dalhousie)

## **Advancing Teaching & Learning Committee**

Chair: Amber Butler (Carleton)

## **Impact Committee**

Chair: Mark Robertson (Toronto Metropolitan)

## **Policy and Advocacy Committee**

Chair: Susan Parker (British Columbia)

## **Strengthening Capacity Committee**

Chair: Mark Asberg (Queen's)

CARL's strategic committees handle most of its deliberation, decision-making, and projects, reporting to the Board of Directors. There are five committees, each focused on one of CARL's strategic directions. Each CARL library director is normally a member of one or more committees.

# ADVANCING RESEARCH

The Advancing Research Committee develops CARL positions, priorities, and initiatives that collectively aim to foster a sustainable scholarly research ecosystem in Canada.

## MEMBERS IN 2025

Michael Vandenberg (Dalhousie) –  
Chair

Gohar Ashoughian (Simon Fraser)

Dale Askey (Alberta)

Lesley Balcom (New Brunswick)

Guylaine Beaudry (McGill)

Jonathan Bengtson (Victoria)

Amy Buckland (Concordia)

Stéphanie Gagnon (Montréal)

Loubna Ghaouti (Laval)

Frédéric Giuliano (UQAM)

Joseph Hafner (York)

Geoff Harder (Alberta)

Christine Ivory (LOP)

Dianne C. Keeping (Memorial)

Allison Kelley (NRC)

Geoffrey Little (Western)

Beth Namachchivaya (Waterloo)

Jennifer Schofield (LAC)

Chantal St-Louis (Sherbrooke)

With Michael Vandenberg (Dalhousie) as chair, ARC continued to support CARL's Strategic Focus through the following key initiatives:

- Submitted a brief to the Tri-Agencies in response to a call for feedback on the draft Open Access Policy for Publications and organized discussions with key stakeholders.
- Convened a group of practitioner experts to develop a series of potential scenarios for facilitating open access compliance in anticipation of the new Tri-Agency Open Access Policy for Publications.
- Submitted a brief and participated in a consultation session organized by the Government of Canada's Advisory Panel on the Creation and Dissemination of Scientific Information in French.

## CARL STAFF LIAISON & COMMITTEE SECRETARY

**Elizabeth Kalbfleisch**  
Senior Program Officer

# ADVANCING RESEARCH

- Published the @Risk North 3 Summit Report as follow up to the 2024 digital preservation summit organized by the Digital Preservation Working Group (DPWG) and hosted a follow-up community call with summit attendees and community members to discuss the report findings.
- Welcomed a new VPO for Digital Preservation Sarah Lake (Concordia), who, with the DPWG, spearheaded the National DPC RAM Benchmarking Project. Twenty submissions were received from CARL institutions in the first phase, which concluded at the end of the year.
- Developed a pilot program to be launched in 2026 to offer targeted library support to Canadian university presses publishing scholarly books in open access.
- Susan Haigh led a table discussion on policy needs and advocacy at the Canadian Conference on Open Science and Open Scholarship at Concordia University in October.
- Released the first of the Scholaris Expert Group recommendations in May: one set for metadata guidance and another to support thesis and dissertation harvesting.

# ADVANCING TEACHING AND LEARNING

The Teaching and Learning Committee (ATLC) advances the strategic role of research libraries in education by fostering national collaboration, partnerships, and initiatives that enhance literacies, equitable access to knowledge, and student success.

## MEMBERS IN 2025

Amber Butler (Carleton) - chair  
Lesley Balcom (New Brunswick)  
Dianne Cmor (Concordia)  
Sheril Hook (York)  
Dominique Lapierre (Laval)  
Nicole Nolan (Brock)  
Lionel Villalonga (UQAM)

## CARL STAFF LIAISON & COMMITTEE SECRETARY

Elizabeth Kalbfleisch  
Senior Program Officer

Chair Amber Butler (Carleton) provided steady leadership to ATLC, the key activities of which include:

- Conducted a SWOT style exercise in select CARL libraries to better understand teaching and learning activities and practitioner needs, the results of which were compiled in a synthesis report.
- Organized and co-sponsored the first Canadian iteration ARL/CNI's Futurescape Libraries AI Toolkit workshop for library leaders. (See page 34)
- Initiated the AI Digest for CARL Directors series, written by Janice Kung, VPO for AI and Library Services, to offer insight on current AI topics over five installments.
- Published the Open Education Summit Report Exploring Indigenous Knowledges and Open Educational Resources as follow-up to the 2024 summit held at University of British Columbia.
- Launched the Open Education Community of Practice.

# STRENGTHENING CAPACITY

The Strengthening Capacity Committee (SCC) works toward the long-term support of librarian research, workforce development and renewal, strategic recruitment, leadership and management development, and equity, diversity, and inclusion.

## MEMBERS IN 2025

Mark Asberg (Queen's) - Chair

Jonathan Bengtson (Victoria)

Selinda Berg (Windsor)

Lori Birrell (Saskatchewan)

Susan Cleyle (CARL VPO -

Leadership Development Initiatives)

Julie Hannaford (Toronto)

Dianne Keeping (Memorial)

Vivian Lewis, (McMaster)

Lisa O'Hara (Manitoba)

## CARL STAFF LIAISON & COMMITTEE SECRETARY

**Julie Morin**

Senior Program Officer

In 2025, the Strengthening Capacity Committee, under the leadership of Mark Asberg (Queen's), led the following initiatives:

- Hosted Evidence Synthesis Institute Canada 2025. (See page 30)
- Held the first ever French-Language Evidence Synthesis Institute. (See page 31)
- Launched the FLOURISH library leadership program intended for mid-career racialized academic librarians. (See page 33)
- Administered the 2025 cycle of the Research in Librarianship Grant. (See page 35)
- Organized several professional development opportunities for CARL members, led by Susan Cleyle, Visiting Program Officer for Leadership Development Initiatives.

# IMPACT COMMITTEE

The Impact Committee directs the ongoing development and delivery of CARL's Statistics Program, and develops new evaluation methodologies and measures to ensure that CARL members gather and deploy solid evidence to support decision-making.

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## MEMBERS IN 2025

Mark Robertson (TMU) – Chair

Selinda Berg (Windsor)

Amanda Etches (Guelph)

Shahira Khair (Victoria)

Vivian Lewis (McMaster)

Under the leadership of Mark Robertson (TMU), CARL continued to support assessment within and across Canadian research libraries. Initiatives in 2025 included:

➤ The CARL Impact and Assessment Continuing Education Working Group oversaw the successful delivery of the Canadian Library Assessment Workshop (CLAW). (See page 32)

➤ The CARL Statistics Working Group reviewed CARL's annual statistics survey and explored other potential measures to ensure that CARL members collect reliable, useful, and practical data.

➤ Continued development of a modernized survey tool and database to enhance users' experience submitting and manipulating data as part of the CARL Statistics program.

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## CARL STAFF LIAISON & COMMITTEE SECRETARY

**Julie Morin**

Senior Program Officer

# POLICY AND ADVOCACY

The Policy and Advocacy Committee actively engages with government officials and policy makers on legislative and policy matters of importance to research libraries and the user community. Under the leadership of Susan Parker (UBC), the Policy and Advocacy Committee led the following initiatives in 2025:

## MEMBERS IN 2025

Susan Parker (UBC) – Chair

Larry Alford (Toronto)

Lori Birrell (Saskatchewan)

Jasmine Bouchard (LAC)

Talia Chung (Ottawa)

Katherine Klosek (Liaison, ARL)

Geoffrey Little (Western)

Victoria Owen (Special Policy Advisor – Accessibility)

Rowena Johnson (CARL VPO)

Stephanie Savage (CARL VPO)

Johanna Smith (LOP)

Brett Waytuck (Regina)

## CARL STAFF LIAISON & COMMITTEE SECRETARY

**Katherine McColgan**, Manager  
Administration and Programs

- Advanced national advocacy priorities through the development and submission of several briefs, consultation responses, and policy statements.
- Engaged in federal policy consultations, including participation in ISED Canada's AI strategy consultation and multiple Global Affairs Canada consultations on international trade agreements.
- Strengthened advocacy on accessibility and equitable access, including contributions to proposed Accessible Canada Regulations, promotion of National Data Privacy Week and Fair Dealing Week, and co-development of national guidance on accessible content.
- Addressed emerging copyright and licensing issues, including issuing a public statement on course readings services and supporting sector-wide discussions on updated fair dealing guidelines.

# POLICY AND ADVOCACY

- Advocated for sustainable access to scholarly materials, including responding to proposed tariffs on printed materials and engaging in national efforts to address potential changes to the Library Book Rate under Bill C-15.
- Engaged proactively with federal government representatives, including outreach to newly appointed ministers and shadow ministers to communicate CARL's advocacy priorities.
- Contributed to national and international policy dialogue, including participation in Canadian Heritage and AI-related consultations and obtaining observer status with the World Intellectual Property Organization (WIPO) Standing Committee on Copyright and Related Rights.
- Supported the visibility and role of national memory institutions, including issuing a statement on the value of national archives and ongoing collaboration with Libraries and Archives Canada and the Library of Parliament.
- Responded to the evolving federal policy landscape, including monitoring leadership changes, election developments, and legislative impacts on CARL priorities such as AI, data governance, and digital policy.
- Fostered community engagement and knowledge sharing, including hosting the ABC Copyright Conference (CARL's largest virtual event to date), organizing Fair Dealing Week programming, and convening copyright officers from member institutions.

# SPRING MEMBER MEETING



**WINNIPEG**  
MAY 26-29

The Spring Member Meeting took place at the Inn at the Forks in Winnipeg, Manitoba.

Alongside the standard Board and Committee meetings, the program featured sessions on Indigenous knowledge and reconciliation, the impacts of the current political climate on higher education and EDI, research assessment reform through CoARA and DORA, intellectual freedom, and key updates from the Tri-Agencies on open access, research data management, and funding developments.

# SPRING MEMBER MEETING

## CANADIAN MUSEUM FOR HUMAN RIGHTS

As part of the Spring Member Meeting program in Winnipeg, members visited the Canadian Museum for Human Rights, engaging with exhibits that prompted reflection on the role of memory, accountability, and social responsibility. The visit offered a meaningful opportunity to connect the meeting's discussions to broader human rights contexts.



Canadian Museum for Human Rights - Winnipeg, Manitoba

# DISTINGUISHED SERVICE AWARD

CARL was pleased to honour Victoria Owen as the recipient of the CARL Award for Distinguished Service to Research Librarianship during its 2025 Spring Member Meeting, acknowledging her exceptional leadership and service to the research library community.

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.

**VICTORIA OWEN**  
2025 RECIPIENT



Part of **Clarivate**

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

# FALL MEMBER MEETING



CARL Members - 2025 Fall Member Meeting - Montebello, Québec

**MONTEBELLO**  
NOV 19-22

CARL member library directors came together at the Fairmont Le Château Montebello from November 19-22 for the 2025 Fall Member Meeting. An array of engaging program sessions were held on topics such as open science, intellectual freedom, artificial intelligence, and more.

The keynote speech featured Randy Boyagoda, Provostial Advisor on Civil Discourse at the University of Toronto, who reflected on the state and stakes of civil discourse, on and off campus, and across personal, professional, and public settings.

# FALL MEMBER MEETING

## CURLING BONSPIEL AT MONTEBELLO

CARL members hit the ice, equipped with their complimentary CARL tuque, for a spirited, if not entirely friendly, curling tournament at the Fairmont Le Château Montebello. A big thank-you to Curling Québec for the lessons and guidance.



# 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 recognizes distinguished individuals whose efforts have advanced the mission of research libraries in Canada.

Geoff Harder, Associate University Librarian at the University of Alberta, received the CARL Award of Merit at the Fall 2025 Member Meeting in recognition of his extraordinary leadership, vision, and sustained contributions to Canada's academic library community, particularly in the areas of digital infrastructure, preservation, and open scholarship.

**GEOFF HARDER**  
2025 RECIPIENT



CARL Award Ceremony - Fall 2025. Left to Right: Susan Haigh, Mary-Jo Romaniuk, Geoff Harder

# CARL DELEGATION TO EUROPE



In Summer 2025, CARL organized a three-week Europe Study Tour that brought together 17 CARL member representatives and two staff members for an intensive program of learning, knowledge exchange, and exploration of potential partnerships. The tour took participants through France, Belgium, and Switzerland, offering opportunities to engage with European colleagues, institutions, and initiatives while gaining insight into shared challenges and innovative practices in research libraries and higher education.



European Parliament in Brussels, Belgium

# CARL DELEGATION TO EUROPE



**BELGIUM**

The group spent several days in Brussels, Belgium. During their visit to the European Commission and European Parliament, participants gained firsthand exposure to the institutions that shape policy across the European Union. The tour also included a full day at KU Leuven, one of Europe's oldest and most prestigious universities, with visits to its libraries and heritage collections. Finally, an afternoon visit to the new Learning and Innovation Centre Campus at the Université Libre de Bruxelles (ULB) / Vrije Universiteit Brussel (VUB) featured an impressive presentation on open access monitoring.

## STOPS

**EUROPEAN  
PARLIAMENT**

**KU LEUVEN**

**VRIJE  
UNIVERSITEIT  
BRUSSEL**



The Maurits Sabbe Library of the Faculty of Theology and Religious Studies at KU Leuven



European Commission in Brussels



European Parliament in Brussels

# CARL DELEGATION TO EUROPE



In France, participants visited key national and institutional sites including the French Ministry of Higher Education, the Archives nationales de France, the Bibliothèque nationale de France, Université Paris-Cité, the Bibliothèque Sainte-Geneviève, and ENSSIB and Bibliothèque Diderot in Lyon, where they gained a broad view of France's highly centralized approach to higher education, research, and library systems.

## STOPS

FRENCH MINISTRY OF HIGHER EDUCATION

ARCHIVES NATIONALES DE FRANCE

BIBLIOTHÈQUE NATIONALE DE FRANCE

UNIVERSITÉ PARIS-CITÉ

BIBLIOTHÈQUE SAINTE-GENEVIÈVE

ENSSIB

BIBLIOTHÈQUE DIDEROT



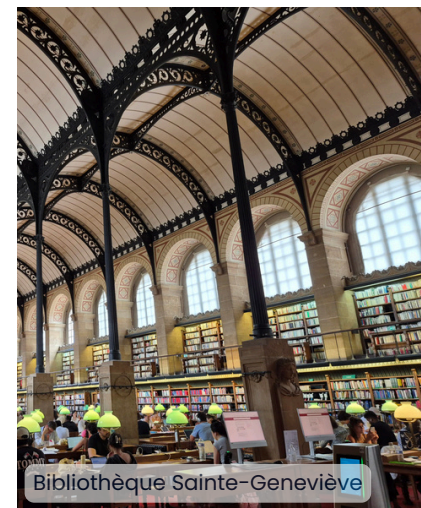
Archives nationales de France



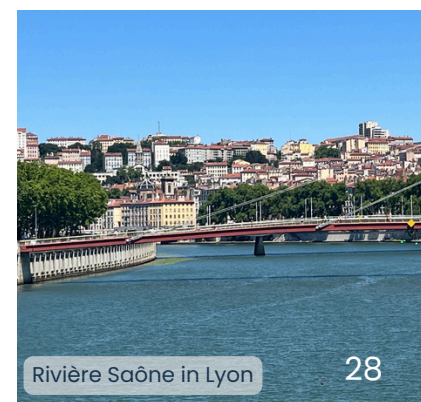
Université Paris-Cité



Bibliothèque nationale de France



Bibliothèque Sainte-Geneviève



Rivière Saône in Lyon

# CARL DELEGATION TO EUROPE



SWITZERLAND

In Switzerland, the group visited CERN in Geneva and stood at the birthplace of the World Wide Web. CERN's longstanding commitment to Open Science was a highlight of the visit. Twelve participants continued on to the LIBER Conference in Lausanne, which offered a rich learning experience and reinforced many of the themes explored throughout the tour. CARL was also well represented, with Lisa O'Hara (Manitoba) participating in a highly regarded roundtable discussion focused on Indigenous Knowledges and Ways of Knowing.

## STOPS

CERN (GENEVA)

LIBER  
CONFERENCE  
(LAUSANNE)



European Organization for Nuclear Research (CERN) in Geneva



LIBER Conference 2025 in Lausanne

# EVIDENCE SYNTHESIS INSTITUTE (ENGLISH)



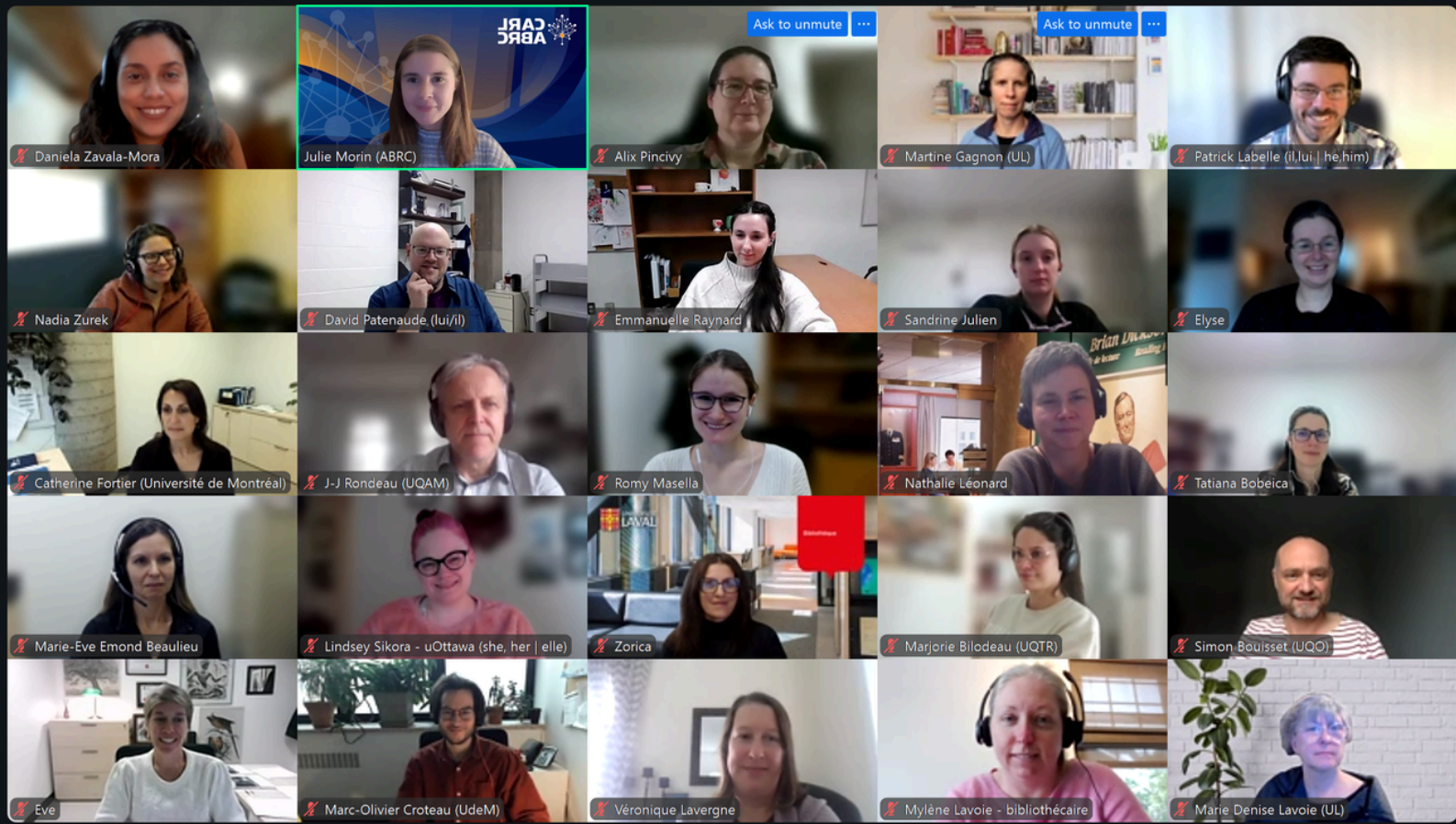
**VIRTUAL**  
APRIL 14-17

CARL partnered with the University of Victoria Libraries to host the Evidence Synthesis Institute Canada 2025, with 50 participants successfully completing the program.

The Institute is aimed at library staff primarily supporting evidence syntheses in topics outside of the health sciences and covered:

- overview of systematic reviews and similar methodologies,
- guidelines and standards,
- search strategy development,
- software/tools,
- screening, and
- systematic review services

# EVIDENCE SYNTHESIS INSTITUTE (FRENCH)



French Evidence Synthesis Institute 2025 participants

**VIRTUAL**  
NOV 24-27

CARL hosted the first-ever French-language edition of the Evidence Synthesis Institute (ESI) Canada, delivered in partnership with the Université Laval Library.

From November 24 to 27, 29 participants from across the country joined us online for an intensive training covering systematic reviews, search strategy development, specialized tools, and evidence synthesis services.

We thank Université Laval for their partnership, and all participants for their active engagement throughout the week.

# CANADIAN LIBRARY ASSESSMENT WORKSHOP



**REGINA**  
OCTOBER 27-28

A successful Canadian Library Assessment Workshop (CLAW) was held October 27-29 at the University of Regina and welcomed 55 attendees.

Through assessment-related programming, information sharing, and research support, CLAW provides CARL members with the tools and knowledge to move beyond inputs and outputs, using evidence to showcase the value and return on investment of research libraries.

# FLOURISH LIBRARY LEADERSHIP PROGRAM



FLOURISH Leadership Program 2025 – University of Toronto

**TORONTO**  
NOVEMBER 6-7

FLOURISH is a new leadership and mentorship program developed by the Canadian Association of Research Libraries to support mid-career racialized academic librarians in Canada who are seeking purposeful and meaningful pathways to leadership.

The program creates a dedicated space for participants from BPOC (Black and People of Colour) communities to explore leadership in academic libraries, strengthen critical leadership competencies, and build national networks of support.

In collaboration with Maha Kumaran (Saskatchewan) and BM Coaching & Consulting Inc., the first two in-person workshops were held at the University of Toronto, with 14 participants accepted into the first cohort of the program.

# FUTURESCAPE LIBRARIES AI TOOLKIT WORKSHOP



Futurescape Libraries AI Toolkit Workshop 2025

**OTTAWA**  
DECEMBER 15-16

In December, CARL partnered with the Ontario Council of University Libraries, the University of Ottawa, Library and Archives Canada, and Carleton University to host the CNI/ARL Futurescape Libraries AI Toolkit Workshop, which was the first of its kind in Canada.

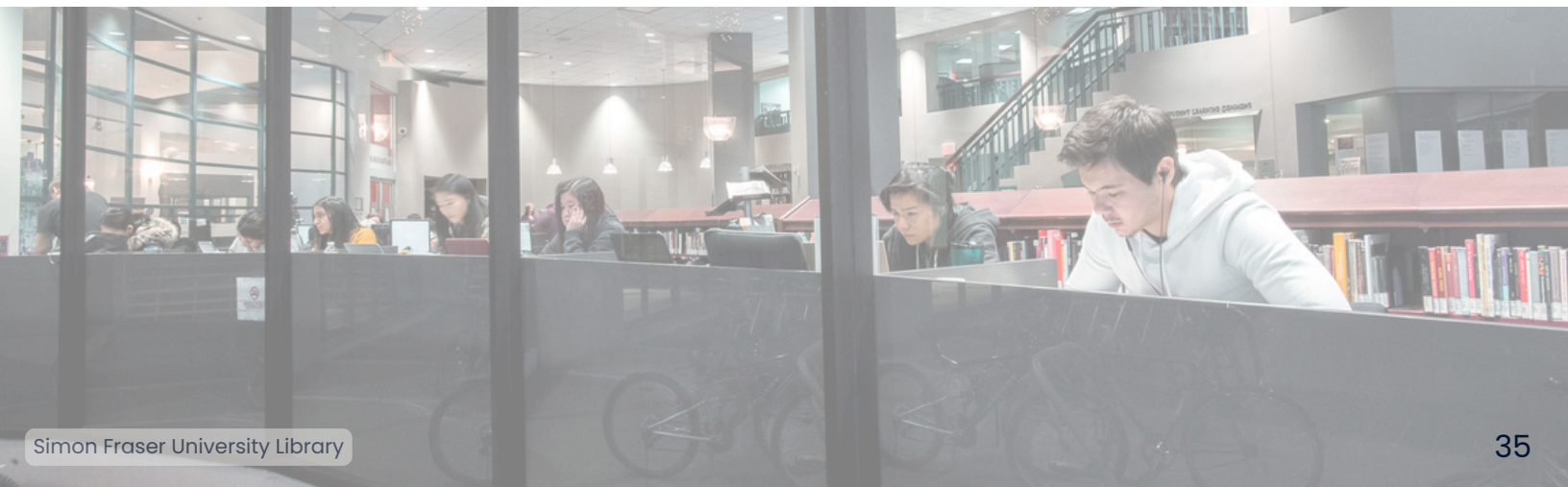
Designed for senior library leaders, the two-day workshop introduced a practical toolkit to support strategic planning around artificial intelligence, helping participants explore future scenarios, test current strategies, and build organizational readiness for AI-influenced futures.

# RESEARCH IN LIBRARIANSHIP GRANT

The Research in Librarianship Grant was designed by the Canadian Association of Research Libraries since 2008 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.

## 2025 RECIPIENTS

- **Survey of Course Marking Practices in Canadian Post-secondary Institutions** — Katie Harding (McMaster University).
- **Past Priorities, Present Conversations: Academic Librarianship and Labour Organizing in Canada** — Ruby Lindsay (University of Saskatchewan) and Jordan Pedersen (University of Guelph).
- **Development of Research Library Guidelines for Open Source Research Software** — Tomasz Neugebauer (Concordia University)
- **Bridging Campus and Community: Librarian and Archivists' Perspectives on Community Engagement in Higher Education** — Aleha McCauley (University of British Columbia), Heather De Forest (Simon Fraser University), and Nick Ubels (Vancouver Public Library)



# COMMUNITIES OF PRACTICE

CARL is proud to offer continued support to nine pan-Canadian Communities of Practice (CoPs). These member-led groups bring together professionals from Canada's research libraries to collaborate, share expertise, and tackle shared challenges in key areas of librarianship.

In spring 2025, CARL conducted its first CoP Impact Survey, highlighting the communities' strong contributions to professional learning, networking, and institutional impact, while identifying opportunities for growth.

CoP activities include quarterly events such as panels, round tables, coffee chats, workshops, lightning talks, article clubs, and more. In 2025, new initiatives included a mentorship program from the Canadian Repositories CoP and a Coffee Chat program from the Library Publishing Community Engagement Team, creating additional opportunities for connection, learning, and capacity building.

CARL thanks all CoP steering committee members who continue to provide crucial leadership to these vibrant communities.



## COMMUNITIES OF PRACTICE IN 2025

- Bibliometrics & Research Impact
- Communications
- Canadian Repositories
- Copyright
- Library Publishing
- Open Education
- Equity, Diversity, Inclusion
- Assessment
- Finance Officers

9

Communities of Practice

51

Volunteer Steering Committee members

35

Community Calls held

# CARL PUBLICATIONS

## Reports and Publications

- [Accessible Content: A Guide to the Canadian Copyright Act on Searching for Accessible Formats and Producing and Distributing Alternate Formats \(PDF\)\(EPUB\)](#)
- [Open Education Summit Report: Exploring Indigenous Knowledges and Open Educational Resources](#)
- [Community of Practice Impact Survey Report](#)
- [@Risk North 3 Digital Preservation Summit Report](#)

## Responses to National Issues & Position Statements

- [CARL's comments to the CUSMA consultations](#)
- [CARL comments on ISED's 30-Day National Sprint](#)
- [CARL comments on the proposed Canada-EU Digital Trade Agreement](#)
- [CARL Brief on the Support for the Creation and Dissemination of Scientific Information in French](#)
- [CARL's Response to the Consultation on Proposed Tariffs](#)
- [CARL Comments on the Tri-Agency Open Access Policy on Publications](#)

## Responses to Federal Budget

- [CARL submission to Pre-Budget consultations 2025 \(2025\)](#)

## Governance and Guidance Documents

- [CARL Strategic Focus 2025-2028](#)

# MEMBER STATISTICS

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.

**32**



member  
research  
libraries

**\$870M**



total library  
expenditures

**615**



open access  
journals hosted

**93%**



of all collections  
are electronic

**4,842**

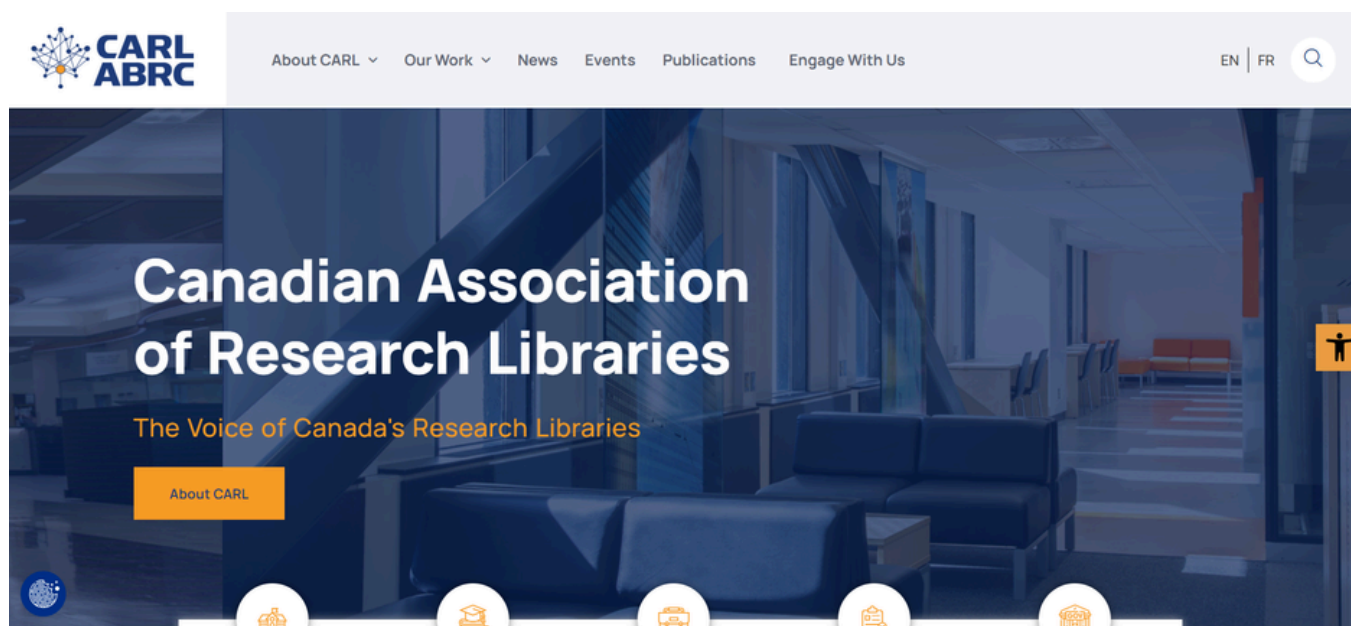


full time staff  
equivalent

# COMMUNITY ENGAGEMENT

## NEW WEBSITE

In November, CARL unveiled its new and improved website, featuring a modern and user-friendly design with a simplified navigation structure and full mobile responsiveness. The new site also introduced an improved events calendar that allows for easier organization and sharing of events, complete with an intuitive calendar view.



## E-LERT / CYBERAVIS

The **CARL E-Lert / Cyberavis** is a weekly bulletin, released every Thursday, that curates recent news and publications relevant to research libraries. It serves as a key resource for staying informed on emerging trends, policy developments, and sector initiatives, supporting ongoing awareness, professional development, and engagement across the research library community.

**46** E-Lerts Published

**1670** Total Subscribers

**217** New Subscribers

# COMMUNITY ENGAGEMENT

## SOCIAL MEDIA ENGAGEMENT



CARL continues to share updates on **LinkedIn and Bluesky** as key channels for engaging the research library community. These platforms support timely knowledge sharing, highlight emerging issues and initiatives, and provide opportunities for professional learning, connection, and collaboration across the sector.

CARL also shares recorded webinars and selected community calls on **YouTube**. This allows members and the broader community to revisit content, engage asynchronously, and access a growing collection of resources for ongoing learning and professional development. 24 new video recordings were added to the CARL YouTube Channel in 2025!



## WEBINARS & COMMUNITY CALLS

Throughout the year, community calls and webinars played a key role in fostering engagement across the Canadian research library community. These virtual gatherings provided accessible, interactive spaces for participants to connect, exchange knowledge, and discuss shared challenges and emerging priorities. By bringing together colleagues from across institutions and regions, these sessions strengthened professional networks and supported ongoing collaboration and dialogue across the community.

**32** Webinars &  
Community Calls

**1797** Total  
Attendees

**24** Recordings  
Published

# FINANCIAL SUMMARY

## CANADIAN ASSOCIATION OF RESEARCH LIBRARIES

STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED DECEMBER 31, 2025

## ASSOCIATION DES BIBLIOTHÈQUES DE RECHERCHE DU CANADA

ÉTAT DES RESULTATS  
POUR L'EXERCICE TERMINÉ LE 31 DÉCEMBRE 2025

	Operations Fund/Fonds d'opérations	Restricted Funds/Fonds réservés	Total 2025	Total 2024	
<b>REVENUE</b>					<b>REVENUS</b>
Membership fees	\$ 936,537	\$ -	\$ 936,537	914,261	Cotisations
Interest	24,921	-	24,921	28,554	Intérêts
Other income	37,796	52,182	89,978	64,520	Revenus divers
ARL	-	56,097	56,097	56,149	ARL
Strategic programs	-	164,302	164,302	51,725	Programmes stratégiques
	999,254	272,581	1,271,835	1,115,209	
<b>EXPENDITURE</b>					<b>DÉPENSES</b>
Meeting costs	105,457	-	105,457	95,100	Coûts des réunions
Stakeholder relations	15,832	-	15,832	6,494	Engagement avec les partenaires
Professional fees	15,547	-	15,547	39,016	Honoraires professionnels
Salaries and employee benefits	731,450	-	731,450	669,963	Salaires et avantages sociaux
Office and general	135,307	-	135,307	88,815	Bureau et frais généraux
Programs and services	38,340	-	38,340	12,837	Programmes et services
Strategic programs (note 3)	-	294,630	294,630	199,624	Programmes stratégiques (note 3)
	1,041,933	294,630	1,336,563	1,111,849	
<b>NET REVENUE (EXPENDITURE) FOR THE YEAR</b>	\$ (42,679)	\$ (22,049)	\$ (64,728)	\$ 3,360	<b>REVENUS (DÉPENSES) NETS POUR L'EXERCICE</b>

# CARL STAFF MEMBERS



**SUSAN HAIGH**  
FORMER EXECUTIVE DIRECTOR

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As Executive Director, I provide strategic leadership to CARL, strengthening its role as a national voice for research libraries. I foster collaboration across institutions and advance key initiatives supporting open, sustainable scholarship.



**KATHERINE MCCOLGAN**  
MANAGER, ADMINISTRATION AND PROGRAMS

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I am the primary staff support for CARL's Public Policy Committee, leading CARL's advocacy work nationally and internationally, support the Board of Directors and governance work, and am the financial comptroller and operations manager.



**JULIE MORIN**  
SENIOR PROGRAM OFFICER

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I'm the primary staff support to working groups and initiatives on the Strengthening Capacity Committee and Impact Committee workplans, including workforce development, advancing equity, diversity, and inclusion, and the annual statistics program.

# CARL STAFF MEMBERS

## **ELIZABETH KALBFLEISCH** SENIOR PROGRAM OFFICER

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As the primary staff support for CARL's Advancing Research and Advancing Teaching & Learning Committees, I engage with a broad portfolio of the association's priority initiatives. I'm especially committed to CARL's work in advancing open science and expanding its impact across the research community.



## **TALEEN AKTOROSIAN** COMMUNICATIONS AND PROJECT OFFICER

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I oversee CARL's communications, helping to shape how the association shares its work and engages its community. I also support several pan-Canadian Communities of Practice, helping people and ideas come together.



## **HOUDA TARIB** ADMINISTRATIVE OFFICER & EVENT COORDINATOR

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I support CARL's administrative operations and lead the coordination of meetings and events, ensuring everything runs smoothly from planning through delivery. I work closely with colleagues and members to manage logistics, communications, and day-to-day processes that support the association's work.



# VISITING PROGRAM OFFICERS, ASSOCIATES AND ADVISORS

CARL's Visiting Program Officers (VPOs) are librarians seconded from member institutions who lead and advance national-level initiatives in key areas of librarianship. Through their work, they bring specialized expertise, foster collaboration across institutions, and help strengthen the collective impact of Canada's research libraries.



**Susan Cleyle**

VPO - Leadership Development  
Initiatives (Memorial)



**Rowena Johnson**

VPO - Digital Access Policy  
(Calgary)



**Gabriela Mircea**

VPO - Metadata Strategies &  
Scholaris (Calgary)



**Stephanie Savage**

VPO - Copyright & Public  
Policy (British Columbia)



**Mark Swartz**

VPO - Open Science  
(Queen's)

**New!**



**Sarah Lake**

VPO - Digital Preservation  
(Concordia)

# VISITING PROGRAM OFFICERS, ASSOCIATES AND ADVISORS

## OUTGOING VISITING PROGRAM OFFICERS

A heartfelt thank you to the three VPOs whose work with CARL concluded in 2025, for their expertise, talents, and dedication to a wide range of important areas of our work.



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



**Catherine Lachaine**  
VPO - Open Education  
(Ottawa)



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

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## ASSOCIATES & ADVISORS

CARL's Associates and Advisors are experts who provide strategic guidance and insights on national initiatives.



**Kathleen Shearer**  
Research Associate



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