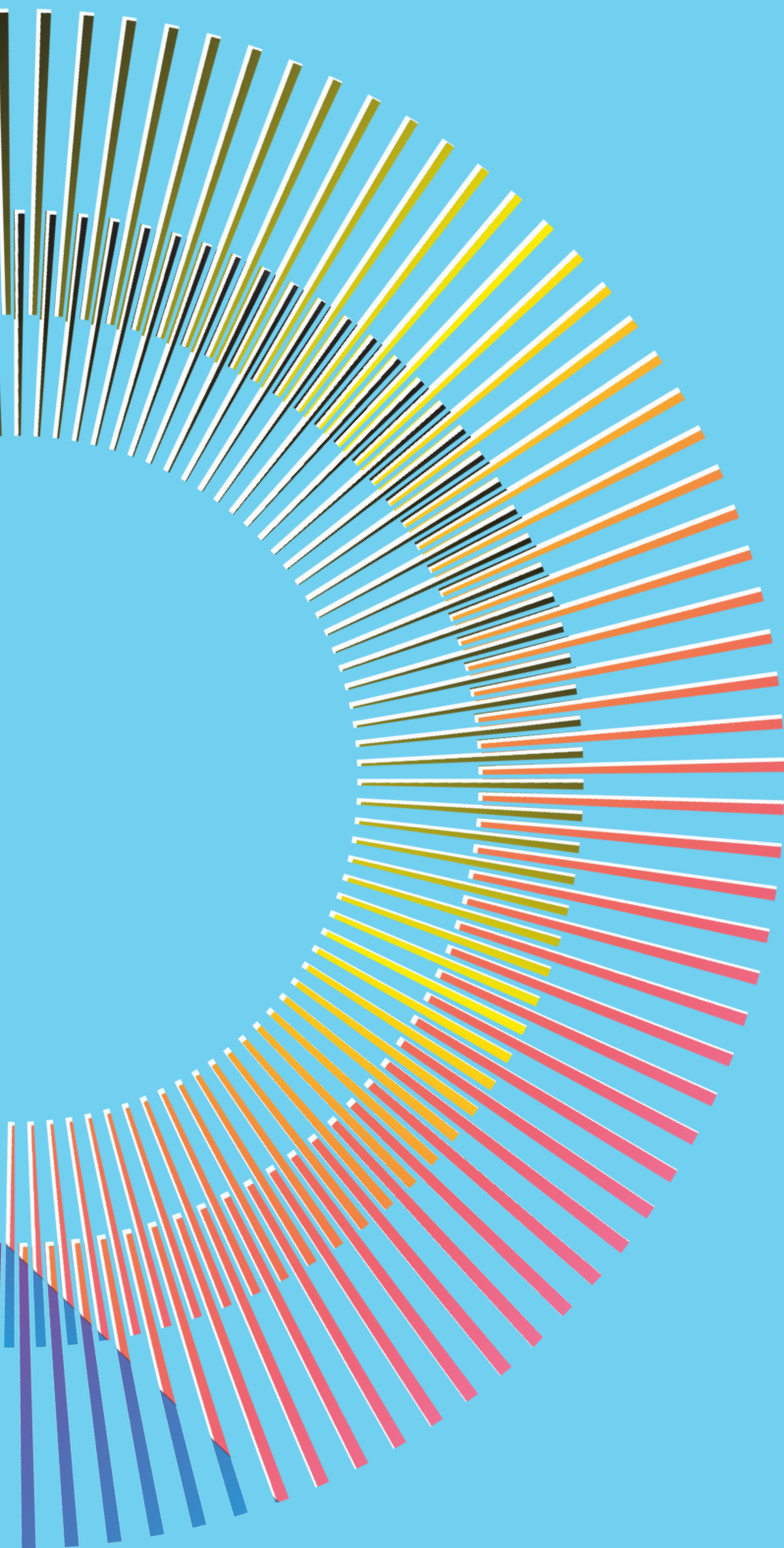
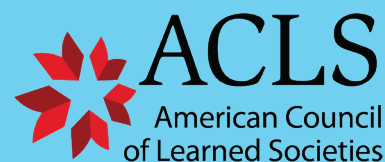


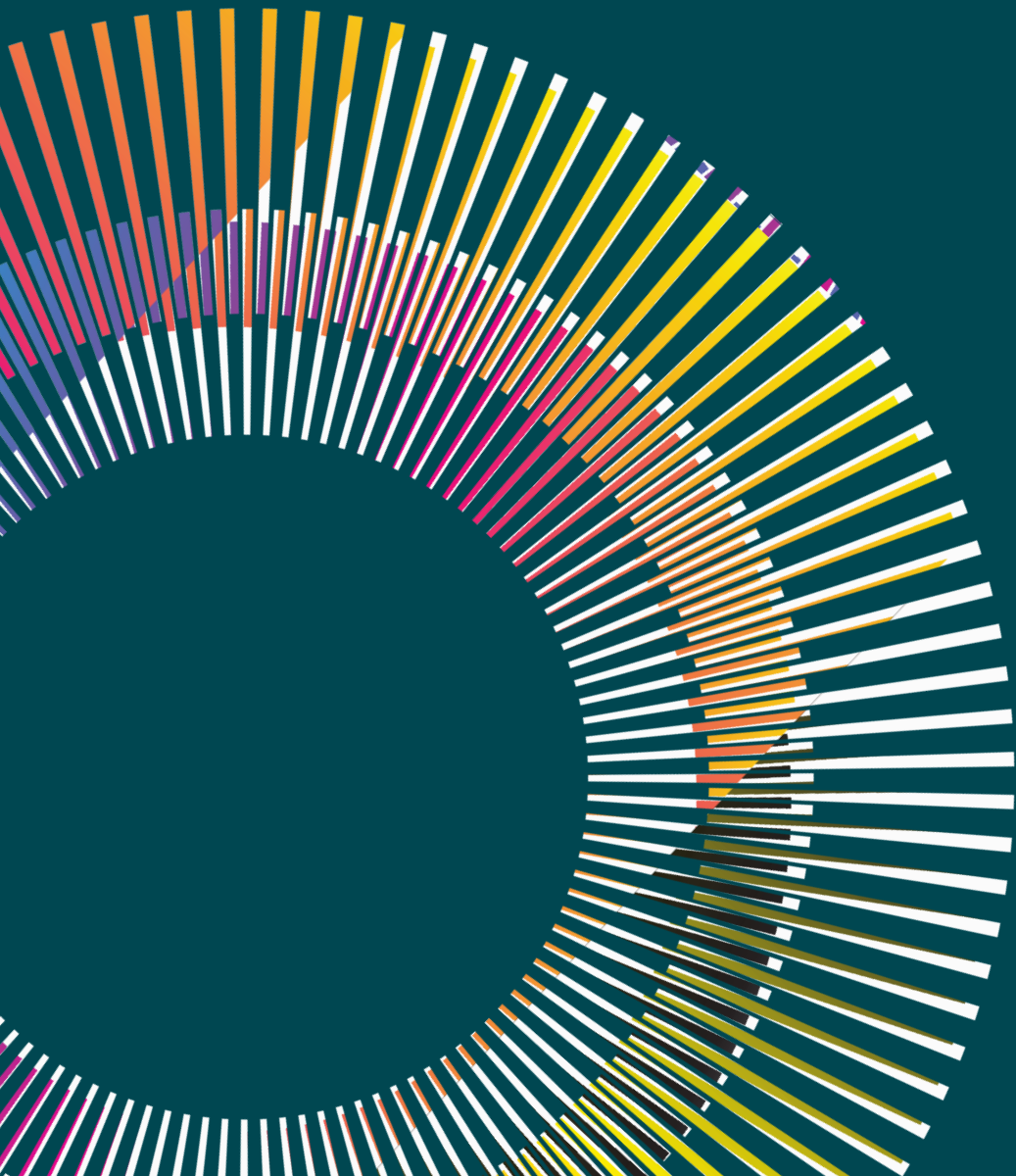
AMERICAN COUNCIL OF LEARNED SOCIETIES



ACLS  
Strategic Priorities  
2020-2024

PROGRESS REPORT 2023





## STRATEGIC PRIORITIES PROGRESS REPORT 2023

Our mission at the American Council of Learned Societies is to support the creation and circulation of humanistic knowledge, which we define as knowledge of human thought and endeavor in the past and present across all aspects of culture and society around the world. These pursuits are necessary to human flourishing, individually and collectively, and to our envisioning of better futures for all.

In May 2020, ACLS published a set of ambitious Strategic Priorities, appearing below in teal, laying out the work for 2020-2024 that would help us sustain outstanding scholarship and the best professional and cultural conditions necessary for producing it. [Earlier progress reports](#) on our Strategic Priorities appeared in 2021 and 2022. They demonstrate the range of activities ACLS pursues:

- We foster inclusive excellence through support for scholars in the form of competitive fellowships and grants, workshops, and assistance with networking;
- We connect people to advance specific fields and the academy generally;
- We amplify the achievements and innovations of scholars, learned societies, administrators, and institutions of higher education;
- We renew humanistic knowledge by encouraging progressive change in academic and scholarly practice, through research and policy work.

We identified these priorities in 2019 and early 2020 in consultation with scholars (including past fellows and reviewers), learned society directors, our Consortium and Associate members, and our Board, with a view to sustaining the good of the entire ACLS community—all those who share the common cause of advancing humanistic knowledge. Just as we began to finalize the document for public circulation, the COVID-19 pandemic began, and we revised the Priorities to reflect its impact. Published in April 2020, *Shaping Our Second Century: Strategic Priorities for 2020-2024* focused on the scholars and groups most vulnerable to the disruptive consequences of the pandemic, and it centered our efforts to uphold humanistic research and teaching at a time when colleges and universities were threatening cuts due to financial constraints.

Today, in the fall of 2023, we are grateful that public health has vastly improved, the academic job market shows signs of recovery from pandemic lows (though systemic problems persist), and domestic and international travel has opened up. So far, the US has avoided the worst projected scenarios of cuts and reductions to the humanities and social sciences.

Yet the pandemic scarred the world, and academia shows clear signs of ongoing suffering and struggle. As many observers have noted, COVID-19 both created problems and revealed problems that had long festered, notably, financial obstacles to access and deep-seated habits of exclusion and prejudice. Students and faculty are reporting historically high levels of stress and depression. Financial pressures remain serious and, in some cases, existentially threatening, particularly at small institutions and public institutions. Many colleges and universities are straining to hire and retain senior leadership. Politicians are sowing public distrust in higher education while they call for cuts to the humanities and social sciences to make room for technical and pre-

professional offerings. Attacks on academic freedom are being enshrined in legislation in states across the country.

As we near the end of the time frame of the first publicly articulated Strategic Priorities for ACLS, we have these challenges very much in mind. We are pleased to say that we have made solid progress in the past year—not only because our objectives are valuable but also because we are already readying ourselves for the work to be done in the years 2025-2029. We anticipate rolling out our next Strategic Priorities late in 2024.

We are grateful for the continuing advice given by our Advisory Group and our Board and the many scholars with whom we consult. As always, we warmly welcome your comments and questions. Please share your thoughts with us at [president@acl.org](mailto:president@acl.org).

### **To be of use**

by Marge Piercy

The people I love the best  
jump into work head first  
without dallying in the shallows  
and swim off with sure strokes almost out of sight.  
They seem to become natives of that element,  
the black sleek heads of seals  
bouncing like half-submerged balls.

I love people who harness themselves, an ox to a heavy cart,  
who pull like water buffalo, with massive patience,  
who strain in the mud and the muck to move things forward,  
who do what has to be done, again and again.

I want to be with people who submerge  
in the task, who go into the fields to harvest  
and work in a row and pass the bags along,  
who are not parlor generals and field deserters  
but move in a common rhythm  
when the food must come in or the fire be put out.

The work of the world is common as mud.  
Botched, it smears the hands, crumbles to dust.  
But the thing worth doing well done  
has a shape that satisfies, clean and evident.  
Greek amphoras for wine or oil,  
Hopi vases that held corn, are put in museums  
but you know they were made to be used.  
The pitcher cries for water to carry  
and a person for work that is real.

## STRATEGIC PRIORITIES 2020–24

### SEPTEMBER PROGRESS REPORT: YEAR THREE

#### **I. Encourage scholars and scholarship responsive to the needs and interests of diverse audiences**

1. Outstanding scholars in conditions of precarity are our top priority. We will consult with all our partners and funders on how best to support the people at greatest risk, including underrepresented minority scholars and first-generation scholars.

- We will expand programs directed toward PhDs lacking full-time employment, especially given the challenges brought by the pandemic, including programs that bridge universities with a variety of cultural, community-based, and policy organizations outside academia. These programs will support scholars navigating a difficult hiring environment while also demonstrating the good that humanistic thinking does in the world outside academia.

#### **PROGRESS**

In spring 2023, we set up the ACLS HBCU Faculty Fellowships and Grants, a three-year pilot program funded by the ACLS endowment to sustain the scholarship of faculty working in Historically Black Colleges and Universities, one of the most valuable and most underfunded sectors of higher education. Designed over two years of close consultation with scholars and administrators at HBCUs, the program includes a new array of activities that assist applicants in the months leading up to the competition deadline, including webinars, office hours, and feedback on applications. The first cohort will be announced in early spring 2024.

We supported 60 outstanding scholars with the ACLS Fellowship in 2022-23. In keeping with the COVID-response policy adopted in 2020 to direct all fellowships supported by the ACLS endowment to scholars without tenure, the fellows are assistant professors, adjuncts, contract faculty, and independent scholars. As we write this report, in the early fall of 2023, we are consulting with various constituencies on how best to invite scholars across career stages once more into the ACLS Fellowship competition while continuing to support early-career, most-at-risk scholars.

The Emerging Voices Fellowship, another COVID-response program supported by the ACLS endowment, welcomed its third and final cohort of 40 fellows in fall 2022. This fellowship, designed to support scholars whose voices are most urgently needed in the next generation, including first-gen scholars, members of historically marginalized groups, and scholars with an unorthodox trajectory before or during graduate school, places recent PhDs in postdoctoral posts in our Research University Consortium member schools. The fellows participated in a monthly colloquium designed to introduce them to the nuts and bolts of academic life: invited speakers included G. Gabrielle Starr, president of Pomona College, and Matthew Sapienza, ACLS chief financial officer and, until 2022, senior vice chancellor and chief financial officer of the City University of New York. Through Emerging Voices, ACLS is proud to have supported a total of 133 scholars. At a very challenging moment in the academic job market, 69 of 94 past Emerging Voices Fellows are employed in jobs

in academia; the 18 who work outside the classroom occupy a wide range of positions across the nonprofit, corporate, and government sectors.

Through the ACLS Leading Edge Fellowship, established in the early months of the pandemic and supported by the Henry Luce Foundation and the Mellon Foundation, ACLS placed 17 recent PhDs this past year in a range of nonprofit organizations, advancing social justice by working on community engagement, research, and advocacy. The program has supported a total of 93 Leading Edge Fellows since 2020.

The Getty/ACLS Postdoctoral Fellowship in the History of Art supported 10 emerging scholars of art history. This was the sixth and final year of the Getty/ACLS fellowship in its current form: in 2023-24, in partnership with the Getty Foundation, we will identify areas of growth and special interest in the study of the visual arts, with the goal of articulating the greatest needs and most effective uses of funding in this rapidly changing field.

As these programs demonstrate through their fostering of inclusive excellence in scholarship, equity is an organization-wide commitment. We seek to build and ensure equitable access to financial support and mentorship for scholars who are institutionally, demographically, and intellectually diverse. This summer, we established a new unit at ACLS: IDEA, or Intentional Design for an Equitable Academy. The IDEA team designs and runs programs whose primary aim is to accelerate professional and cultural changes in the academy that diversify the community of scholars and create better, more equitable conditions for scholarship, thus strengthening the humanities and humanistic social sciences. As fields and disciplines seek to recruit and retain scholars of diverse experiences, backgrounds, and interests, IDEA works collaboratively to urge systemic change—to make our fields more welcoming, flexible, humane, just, and venturesome places and to equip humanistic leaders with the skills to help make policies and culture meet the needs of all scholars. IDEA houses the Leadership Institute for a New Academy, the ACLS Digital Justice Grants, and the Intention Foundry, all described later in this report.

2. With the aim of anchoring scholars in visible roles of teaching and writing in the public eye, we will support scholarship that fosters broad understanding of the value of humanistic study. We will make support a priority for:

- Research-active faculty in teaching-intensive posts who are successfully engaging the interests of undergraduates
- Faculty engaging members of the public by working on topics of public interest or by communicating in publicly accessible ways

## **PROGRESS**

We opened a new “best in field” prize competition for open access books, generously funded by the Arcadia Foundation Fund. This prize will incentivize publishers, as well as reward scholars, and will be awarded to publicly accessible books across a range of scholarly areas in the humanities and interpretive social sciences.

Considering the growing interest in making scholarship publicly accessible, in fall 2021, we began to meet





## David Bond

“The humanities can shine a bright light of dignity into institutions otherwise bereft. Support from ACLS has been instrumental in helping Bennington College bring poetry readings, scholarly lectures, creative writing seminars, and continuing education to incarcerated men serving a life sentence.”

—David Bond G’22, F’12

Associate Director, Center for the Advancement of Public Action,  
Bennington College (ACLS Sustaining Public Engagement  
Grantee, Mellon/ACLS Dissertation Completion Fellow)

*Pictured: Poet, legal scholar, educator, and prison reform advocate Reginald Dwayne Betts reads from his collections inside a maximum-security prison. The event was part of the project *The Life Sentence: Prison Education After the Degree*, supported by an ACLS Sustaining Public Engagement Grant.*

regularly with publishers, librarians, and scholars to discuss the potential role for ACLS, focusing on the accessibility of monographs. In fall 2022, we hired a Project Manager for Publishing Initiatives Sarah McKee to support this effort.

We completed reporting on a \$3.5 million grant from the National Endowment for the Humanities (NEH), the largest the agency has ever given to ACLS. The competition was held in the fall of 2021, leading to 24 Sustaining Public Engagement awards, which support projects and people that bring the humanities into the public sphere.

We completed the extensive review of the field of China studies that was requested by the Henry Luce Foundation in 2020: thanks to the guidance of the China Studies Steering Committee and the participants in multiple convenings, we successfully submitted a proposal for a new three-year Luce program to begin in summer 2023. While continuing its focus on early-career fellowships, the program is expanding to encourage publicly engaged scholarship and progressive change in China studies.

We announced the second cohort of The Robert H. N. Ho Family Foundation Buddhism Public Scholars, placing two postdoctoral fellows in posts at the Museum of Fine Arts Boston and the Richard C. Rudolph East Asian Library at UCLA. Fellows will take responsibility for projects at these organizations that advance public understanding of Buddhism.

This priority will continue to be a major focus of effort in 2023 and beyond.

3. We will expand the definition of scholarship and what counts as a scholarly audience by developing fellowship and grant programs that promote inclusive excellence and sustain innovative, accessible work. Among the areas for which we will seek and direct targeted support are:

- Scholarship on themes of urgent societal interest
- Collaborative work with the sciences and technology fields
- Scholarly knowledge translated to broad audiences
- Scholarship on historically underrepresented communities, languages, and histories in the United States and the areas of the world where ACLS has a long history: Asia, eastern Europe and Eurasia, and Africa

## PROGRESS

In 2022-23, we welcomed the first cohort of 45 Mellon/ACLS Dissertation Innovation Fellows, generously supported by the Mellon Foundation. This program made awards to doctoral students who show promise of leading their fields in important new directions: the funding enables students to expand their research methodologies or explore areas beyond those traditionally considered suitable for the dissertation.



### Karen Rader

“The ACLS Sustaining Public Engagement Grant has enabled the East Marshall Street Well Project to jump-start the K-12 educational efforts recommended by our descendant community, as well as to engage with local Richmond Public School students around the project . . . Few available funding streams focus exclusively on the intersection between community engagement and public humanities—ACLS provided this invaluable support for our project at a crucial juncture when we were coming out of the pandemic slow-down and trying to determine our next steps.”

—Karen Rader G’22, Professor of History, Virginia Commonwealth University (ACLS Sustaining Public Engagement Grantee)





## Larissa A. Juip

“As an Indigenous scholar, my approach to research often falls outside of the ‘norm’ for academia, so having my work recognized by Mellon/ACLS is huge in terms of validating my nontraditional approach to research. Having this fellowship provides me with the opportunity to practice the kind of meaningful relationship-building that I had hoped to do by helping to extend my research timeline so that the communities I am engaged with do not feel rushed in the relationship and research process.”

—Larissa A. Juip F’23, Doctoral Candidate, Michigan Technological University (Mellon/ACLS Dissertation Innovation Fellow)

While we have not yet secured funding to incentivize collaborations between the sciences and the humanities and social sciences, in summer 2023, we increased our efforts to familiarize ourselves with the current state of affairs across the country and to develop relationships with funders in the sciences. We see this area as immensely important: artificial intelligence, environmental sciences, bioethics, advances in genetics, and the ongoing evolution of digital culture are several examples of areas ripe for collaboration. This priority will continue to be a major focus of effort in 2023 and beyond.

Thirteen fellows participated in the inaugural year of SISECSE, the Summer Institute for the Study of East, Central, and Southeastern Europe, hosted at the American University in Bulgaria (AUBG) in Blagoevgrad. This is a three-year program made possible by a generous philanthropic gift and the collaboration of the Centre for Advanced Study in Sofia.

ACLS began a partnership with the new African Humanities Association, which is a main outcome of the African Humanities Program, and organized a panel for the first African Humanities Association conference to be held in Cape Town late in 2023. The African Humanities Program, funded by the Carnegie Corporation of New York for 15 years, supported its final cohort of fellows.

## II. STRENGTHEN RELATIONSHIPS AND ADDRESS CHALLENGES TOGETHER

1. Collectively address challenges. We will convene groups from different sectors of the academy, including our established gatherings (i.e., Consortium deans and center directors, the Conference of Executive Officers, review panels, and fellowship-granting organizations) and new initiatives:

- We will build new networks of those who see humanistic scholarship at the core of a college education, starting with liberal arts colleges.

### PROGRESS

The ACLS Research University Consortium increased to 44 members from 39 in 2020. In 2022-23, we welcomed four new members: Rice University; University of California, Riverside; Tulane University; and Iowa University.

Two next-generation fruits of the 2021 Luce Design Workshop, an ambitious collective effort to accelerate institutional progressive change, appeared this past year. With the help of our Design Workshop Networking Group, we began to publish a regular newsletter on progressive change in the academy. We also designed and ran the Leadership Institute for a New Academy (LINA), a pilot program generously funded by the Mellon Foundation and housed in our new unit, IDEA. Engaging almost 60 change-oriented senior academic administrators in online workshops and in-person convenings at Sarah Lawrence College and Tarrytown House, this year's LINA generated the seeds of our proposal for a longer program.



### Cybele Raver

“It was great to be able to share challenges, successes, and a few pieces of advice from my senior leadership journey with 60 academic deans from colleges and universities nationwide. The collective wisdom and dedication displayed by conveners ACLS, Joy Connolly, James Shulman, and all the attendees were truly inspiring. Thank you to the ACLS team for organizing such a powerhouse opportunity for leadership development: through events like these we can maximize universities’ social impact through a more vibrant, visionary, inclusive, and thriving academic community.”

—Cybele Raver, Provost and Vice Chancellor for Academic Affairs, Vanderbilt University (2023 LINA Summer Institute Participant)

- We will engage our Associate members in the process of forward-looking systemic change in academia, ensure that we are responsive to their needs, and continue to diversify the membership list.

## PROGRESS

Our institutional membership network of Consortium and Associate members now includes 213 members. The monthly online meetings of the representatives of our Consortium and Associate member schools allow them to discuss issues of common interest.

- We will gather representatives from the learned societies, institutions of higher education, graduate students, scholars of color, and first-generation scholars in ACLS Summer Institutes funded by The Andrew W. Mellon Foundation to advance issues concerning the academy of the future, beginning with strategies to advance equitable and inclusive policies.

## PROGRESS

This year, IDEA Director Jovonne Bickerstaff completed the in-person meetings that were the backbone of the Intention Foundry, which was generously funded by the Mellon Foundation in 2019 and described in detail in the 2021 Progress Report. The three-year project advances the societies' efforts to increase equity, diversity, and inclusion. Centered on the aspirations and experience of scholars of color, IF met in person this year at Emory University in Atlanta, Georgia, and The Ohio State University in Columbus, Ohio. Due to the pandemic's delay of in-person gatherings, the project has accrued savings that will be devoted in the coming year to follow-up projects with participating societies.

- We will encourage efforts to assess and improve practices and benchmarks of graduate training because we see graduate education as an important linchpin of cultural transformation in the academy.

## PROGRESS

We published *Before the First Day*, a guide to navigating doctoral education in the humanities and social sciences "as a whole person." Requested by members of the Conference of Executive Officers and composed by Program Officer Heather Hewett and Research Associate Treviene Harris, the guide is [available online](#).

Research Fellow Jessica Taylor, hired in fall 2022, is spearheading the composition of reports on the Mellon/ACLS Public Fellowships (2011-20), which placed nearly 200 fellows with US nonprofit and government organizations to pursue substantive portfolios of work in policy, community development, arts and culture, media, and international affairs, and Mellon/ACLS Scholars and Society Fellowships, which supported faculty who have committed to bringing the experience of working outside academia for one year back into their doctoral programs. Her reports will be made public in winter 2024.



## Marcus Pyle

“The Intention Foundry was helpful because it provided dedicated time to sit down with the executive director of the American Musicological Society and brainstorm some moonshot proposals as ways of diversifying and making the society more capacious. I thought without ACLS scheduling that time and allowing us to have one-on-one conversations, a lot of these projects would just fall by the wayside.”

—Marcus Pyle, Franco Professor of Humanities and Assistant Professor of Music, Davidson College (2022 Intention Foundry Participant)

### 2. Strengthen the societies. We will:

- Increase the diversity of our member societies, focusing on those sustaining the study of voices, experiences, and populations central to humanistic knowledge in the 21st century. Knowing the value of these communities, we look to strengthen emerging societies in the United States and around the world.

## PROGRESS

The ACLS Board Working Group for Societies reviewed our membership process and identified a list of new potential members, with a focus on academic areas of study not already represented in the membership, such as Indigenous studies and ethnic studies.

We welcomed the Society for Social Studies of Science at the 2023 Annual Meeting. We continue conversations with several societies whose members represent vibrant directions in the humanities and to whom we hope to offer useful support. We hope that this advances our efforts to sustain collaborations with the sciences (see above).

ACLS hosted the first Conference of Executive Officers in-person meeting since 2019 in New York City in October 2022. We also made progress on governance issues: the Executive Committee of the CEO adopted a review process of ACLS activities on behalf of the societies, and the chair of the committee participated in the Board’s review of the president.



- Consult on societies' needs and provide support at the level of governance and the planning of new directions.

## PROGRESS

The work of the six groups established in fall 2020, which met regularly through March 2021, on “hacking a new society,” “evolving governance,” “graduate education reform,” “undergraduate education,” “advocacy,” and “professional development” continue to guide our planning and our sense of the societies' varied needs.

With the departure of Director of Governance and Society Relations Sandra Bradley, we hired Dr. Jen Jenkins as a consultant and are now designing a permanent role for society support.

3. Lead efforts at understanding and improving the status of humanistic studies. Any support we provide to the most vulnerable must be informed by solid understanding of structural challenges to humanistic scholarship at the institutional level. With our own resources and external support, we will assess:

- Institutional projects on selected issues
- Efforts to reverse declining undergraduate enrollments
- Improved metrics for scholarly productivity and service in humanistic fields
- Impact of public engagement

## PROGRESS

To support our efforts to advance forward-thinking change in scholarly and academic practice and norms, we hired a two-year program officer in summer 2022. Dr. Heather Hewett co-wrote *Before the First Day*, established a [quarterly newsletter](#), supported institutions from the Design Workshop in ongoing change efforts, and began building a [collection of models](#) of successful change.

- We will establish a commission on the sustainability of digital resources and projects, including best practice standards for planning, financing, and operating models in university and research libraries.

## PROGRESS

With support from the Office of Digital Humanities at the National Endowment for the Humanities and the Public Knowledge program at the Mellon Foundation, we assembled a 21-member Commission on Fostering and Sustaining Diverse Digital Scholarship. Chaired by Professor Marisa Parham, University of Maryland, College Park, the Commission is delving into the questions at the intersection of work on social and racial justice and the digital humanities. Its report will be published in 2024.



### III. LIFT THE PROFILE OF HUMANISTIC KNOWLEDGE

1. We will amplify ACLS's own visibility and effectiveness as an advocate by:

- Encouraging staff and ACLS fellows to write and speak about the value of the humanities and social sciences and encouraging fellows to engage in structural reform in their home departments.
- Supporting advocacy at all levels, including to college and university leaders, on behalf of humanistic studies. We will keep graduate students, faculty, society directors, and administrators apprised of concrete strategies for supporting humanistic work, including new research initiatives, departmental planning, and fundraising.

#### PROGRESS

We gathered resources for concrete strategies supporting institutional change efforts and helped to foster larger conversations on these topics among multiple constituencies: individuals who participated in the Luce Design Workshop; participants at the in-person LINA gatherings in summer 2023; Consortium and Associate members (via Zoom meetings); and attendees, fellows, and other members at the Annual Meeting.

With the opening up of travel, ACLS staff renewed their visits to universities and research centers.

2. We believe that scholars in the academy can enrich their work and amplify the value of humanistic study by speaking to and working with writers, thinkers, and readers outside the academy who pursue, have studied, or are otherwise devoted to the humanities and social sciences. We will encourage the integration of voices and perspectives from outside the academy in our own thinking. We will seek support to establish a public program for Humanistic Scholarship in the 21st Century that will amplify our conversations about academia with partners from museums, libraries, corporations, community centers, and more.

#### PROGRESS

In September 2022, ACLS celebrated our return to in-person gatherings with a special 103rd anniversary celebration at the New York Historical Society in September, featuring a conversation between President Joy Connolly and four provosts from the City University of New York, New York University, Rutgers University-Newark, and Sarah Lawrence College.

2023 was the third year of our online programming, “Humanistic Scholarship in the 21st Century”:

- **K-12 Career Webinar**

January 23, 2023

This panel was the third event in a series of virtual presentations for PhDs and graduate students to learn about teaching roles in K-12 schools.

- **Focus on China**

March 13, 2023

A virtual conversation about the current issues related to the study of China.

- **HBCUs: Legacy and Future**

April 27, 2023

Livestreamed from the 2023 ACLS Annual Meeting, this panel conversation highlighted the extraordinary legacy of HBCUs' scholarship and impact on US history and politics, as well as visions for future investment.

In April, ACLS hosted “The Value of Humanistic Inquiry,” a focused, small-group virtual conversation for Board, select staff, and invited guests from within and outside the ACLS community. Using Nathan Heller’s *New Yorker* essay “The End of the English Major” as a starting point, participants shared their perspectives on the value of the humanities and social sciences and the most effective strategies to sustain humanistic study in the next generation, drawing on many success stories across the country.

In September and October, with the support of the John D. and Catherine T. MacArthur Foundation, ACLS hosted the virtual series “What Counts: MacArthur Fellows Reflect on Academic Reward Structures.” The series featured six MacArthur Fellows discussing how their distinctive approaches to scholarship did or did not fit the “rules of the game” for career advancement in humanistic fields.

## IV. EMPOWER OURSELVES TO WORK RESPONSIBLY AND INCLUSIVELY

1. We will enhance our stewardship of relationships that support our strategic initiatives. We are grateful to our Board of Directors and will work with them to increase their impact, including in existing convenings and a new program for Humanistic Scholarship in the 21st Century. We will:

- Deepen our relationships with current partners (Consortium members, donors, and foundations), build new relationships, and continue to foster our good relations with and accountability to our funders and donors.

### PROGRESS

With the unanimous vote of the Board, we established a Finance Committee in 2022. Our committee structure is better equipped to respond to our needs, with both the Advancement and Finance Committees meeting regularly. We continue to maintain strong relationships with all our funders. Expansion of that group is a high priority for the final year of the plan and beyond.

- Complete the Centennial Campaign and establish a fundraising strategy to secure diverse funding resources to ensure our sustainability through our second century.

### PROGRESS

As reported in 2022, we successfully completed the Centennial Campaign, exceeding our campaign goal of \$125 million by raising \$130 million.

- Build community among current and former ACLS fellows through regular communications and events.

### PROGRESS

We continued the monthly newsletter and the Humanistic Knowledge series established in 2020; we plan to sustain these efforts in the coming year.

2. We will review our daily practices with the goal of nourishing an inclusive, creative, rewarding atmosphere. We will empower ourselves to act knowledgeably and with confidence by fostering a full understanding of our mission and goals across the entire organization.

### PROGRESS

In fall 2022, staff began to return to work in our office on 633 Third Avenue on an occasional basis. This past spring, we determined that staff would return to work in the office two days per week. This summer, we hired the firm Hyphens and Spaces, whom we had hired in fall 2020 to guide our anti-racism work, to help us make the transition to regular in-office work and to take stock of our anti-racism efforts.

We are proud that ACLS is no longer a majority-white organization and that our fellowship programs and other initiatives show consistent commitment to inclusive excellence. We aim to continue on this positive trajectory.

We are deeply grateful to our funders, donors, reviewers, participants in our activities, and all others who have offered us advice and support throughout the year.









633 Third Avenue  
New York, NY 10017  
[acls.org](http://acls.org)

