



**Association of College and Research Libraries**  
***Budget and Finance Committee***  
***Orientation – Virtual Meeting***

**November 10, 2021**  
**10:00–11:00 a.m. Central**

[Zoom Login](#)

## **Agenda**

- 10:00 a.m.     **1.0 Welcome/introductions/outcomes** (Allen)
- Deeper understanding of Budget & Finance’s role within ACRL
  - Deeper understanding of the ALA’s budget process and timelines in relation to ACRL’s budget, including implications of the Operating Agreement.
  - Familiarity with ACRL budget timeline.
  - Deeper understanding of ACRL’s budget basics and practices.
  - Familiarity with ACRL budget documents including: the budget executive summary, individual project budgets, and quarterly reports.
  - Understanding of 2021–2022 work plan and how each member will contribute.
- 10:05 a.m.     **2.0 Overview of Budget & Finance Roles and Responsibilities** (Allen) #1.0, FYI-1
- 10:10 a.m.     **3.0 Overview of B&F timeline** #1.0, FYI-2, FYI-6 (Allen)
- 10:15 a.m.     **4.0 Overview of ALA’s Financials** (Malone) #1.0
- 10:20 a.m.     **5.0 Overview of Divisions’ Financials** (Malone) #1.0
- 10:25 a.m.     **6.0 ACRL Finances & Long-term Investments** (Malone/Payne) FYI-6
- 10:35 a.m.     **7.0 ALA Operating Agreement** (Malone) #4.0
- 10:45 a.m.     **8.0 ACRL Financial Reporting** (Payne) #1.0
- Dashboard Metrics FYI-8
  - Infographic FYI-7
  - Quarterly reports FYI-5
  - Project budgets FYI-4
  - ACRL Executive Summary FYI-3
- 10:50 a.m.     **9.0 Annual Work Plan 2021–2022** (Allen) #2.0
- The B&F Committee will discuss the 2021–2022 committee work plan in order to identify a contribution area and role for each committee member.

- 10:55 a.m.      **10.0 Questions/Meeting Reflection** (Allen)  
The B&F Committee will have an opportunity for questions and briefly discuss what went well and what can be improved in the future.
- 2:00 a.m.      **11.0 Adjourn** (Allen)

### Upcoming Meetings

- [ACRL Budget & Finance I](#): January 26, 2022, from 2:00 PM to 4:00 PM (CT)
- [Joint ACRL Board/Budget & Finance Committee Meeting](#): February 1, 2022, from 10:00 AM to 12:00 PM (CT)
- [ACRL Budget & Finance II](#): February 3, 2022, from 10:00 AM to 12:00 PM (CT)

### Resources on ALA Connect

- Future meeting documents will be posted publicly in the [ACRL Public Community – Budget & Finance Committee](#).
- Background documents are posted in the [ACRL Private Community - Budget & Finance Committee](#) (current ACRL B&F members only)



## **Budget & Finance Virtual Orientation**

**November 10, 2021**

**10:00 - 11:00 a.m. Central**

### **Meeting Document Inventory**

1.0 Board and Finance Orientation PowerPoint

2.0 Budget & Finance Committee Work Plan

FYI-1 Definition of Member Services

FYI-2 ACRL Budget Timeline Overview for FY23 Cycle

FYI-3 ACRL FY22 Executive Summary

FYI-4 Example of FY22 Project Budgets

FYI-5 Example of FY21 Third Quarter Budget Cover Memo & Report

FYI-6 ALA Endowment Policy

FYI-7 FY19 Financial Report

FYI-8 Dashboard Metrics

FYI-9 ALA Operating Agreement Working Group

### **Basic Documents Inventory**

*Note these documents are posted as a compilation on the [ACRL B&F Committee ALA Connect Page](#)*

1.0 Introduction to the ACRL Budget and the Work of the Budget & Finance Committee (updated 2018)

2.0 Budget & Planning Process (ALA and ACRL Financial Policies, updated 2013)

3.0 *ACRL Guide to Policies and Procedures*, Chapter 6 (pulled from web September 2016)

4.0 ALA Operating Agreement

4.0a Operational Practice: Non-ALA Royalties (October 1999)

Endowment/Long-term Investment Documents:

5a. Operational Practice: Division Endowments (June 1998)

5b. ACRL Endowment Policy (no date)

5c ACRL Board Actions Regarding the LTI (last action October 2005)

5d. Revised ALA Policy 8.5.1, Long-Term Investment Funds: Unit's Use/Withdrawal and Repayment (revised 2013)

5e. Minimum LTI (2012)

5f. LTI Performance Reports (FY21 Q3)

6.0 Report of the ACRL Joint Subcommittee on the Definition of Membership Services (January 1992)

7.0 Chart of Accounts Summary

8.0 Tip sheet about the ACRL Budget and Practices (revised June 2008)

9.0 Plan for Excellence, ACRL Strategic Plan (Effective July 1, 2011, revised November 2019)

*(Continued on next page)*

## ALA Financial Webinars

Committee members may find it helpful to view these Webcasts about ALA financial policies. They may be found at: <http://www.ala.org/aboutala/governance/financialdata/treasurerspage>

- [ALA Organizational Structure & Decision Making Process](#)
- [ALA Operating Agreement](#)
- [Budget Cycle and Process](#)
- [The Long Term Investment Fund - the Endowment](#)



# ACRL Budget & Finance Committee 2021–2022



# Meeting Outcomes

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- Deeper understanding of Budget & Finance's role within ACRL.
- Deeper understanding of the ALA's budget process and timelines in relation to ACRL's budget
- Familiarity with ACRL budget timeline.
- Deeper understanding of ACRL's budget basics and practices.
- Familiarity with ACRL budget documents including: the budget executive summary, individual project budgets, and quarterly reports.
- Understanding of committee work plan and how each member will contribute.
- Deepen understanding of ALA's finances and context for ACRL's finances.
- Introduction to the ALA Operating Agreement & business rules under which ACRL operates.

# ACRL Budget & Finance Committee

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**Ms. Carolyn Henderson Allen**(Chair, July 1, 2018, to June 30, 2022)

**Ms. Erika Dowell**(Member, July 1, 2018, to June 30, 2022)

**Dr. Nathan Frank Hall**(Member, July 1, 2020, to June 30, 2024)

**Mrs. Madhu B. Kadiyala**(Member, July 1, 2020, to June 30, 2024)

**Dr. Binh P. Le**(Member, July 1, 2019, to June 30, 2023)

**Scott B. Mandernack**(Member, July 1, 2019, to June 30, 2023)

**Robert H. McDonald**(Member, July 1, 2021, to June 30, 2025)

**Valrie Ila Minson**(Member, July 1, 2021, to June 30, 2025)

**Dr. Joe Mocnik**(Member, July 1, 2017, to June 30, 2022)

**Kris L. Reed**(Member, July 1, 2020, to June 30, 2024)

**Ms. Kristen Grace Totleben**(Member, July 1, 2018, to June 30, 2022)

**Erin L. Ellis**(Ex-Officio Member, July 1, 2021, to June 30, 2022)

**Dr. Robert Jay Malone**(Ex-Officio Member, September 1, 2021, to June 30, 2022)

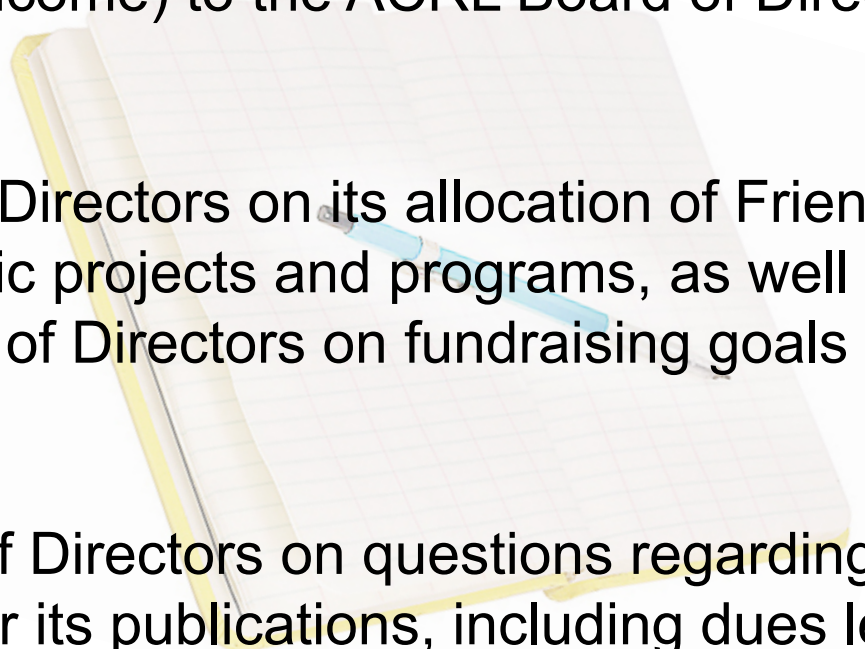
**Ms. Carolyn Henderson Allen**(Board Liaison, July 1, 2020, to June 30, 2022)

**Ms. Allison Payne**(Staff Liaison, July 1, 2021, to June 30, 2022)

**Elois Sharpe**(Staff Liaison, July 1, 2021, to June 30, 2022)

# B&F Responsibilities

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- To submit annually a recommended budget for the ACRL division (including division publications, the CHOICE budget, the allocation of Long-Term Investment fund income) to the ACRL Board of Directors for action.
  - To advise the ACRL Board of Directors on its allocation of Friends of ACRL contributions to strategic projects and programs, as well as to consult with the ACRL Board of Directors on fundraising goals and objectives.
  - To counsel the ACRL Board of Directors on questions regarding all fiscal matters of the division or its publications, including dues levels and fundraising, especially as they relate to alignment with the [strategic plan](#) and its Core Commitment to equity, diversity and inclusion (EDI).
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# How B&F Works

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## Face-to-face at ALA Annual

- ALA Annual Conference (full committee meets). Will switch to virtual if needed.
- BARC liaison attends January and June meetings with updates on ALA financial issues

## Virtual Work During the Year

- January B&F meetings (full committee meets)
- Working groups advance projects
- Use ALA Connect, virtual meetings, conference calls as appropriate.





# Board's role in ACRL Budget

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- The Board approves the budget, taking into consideration the B&F committee's recommendations, and it monitors ACRL's financial solvency.
- B&F is an advisory committee to the Board.
- Joint meeting of Board and B&F each January/February.



# ACRL Budget Timeline

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## Fall and Winter

### October/November:

Staff review FY21 performance reports to prepare FY23 budget assumptions.

### January/February:

B&F reviews preliminary FY23 budget with Board and staff  
B&F also reviews HEPI and prepares FY23 dues recommendations for Board

### November:

B&F provides comments on FY23 Budget Assumptions to advise Board/Executive Committee

### November- December:

ACRL staff prepare preliminary FY23 budget.

### November:

Executive Committee/Board Approves FY23 Budget Assumptions at the Fall Meeting



# Timeline Continued

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## Fall and Winter

**February - March:**  
Staff revise FY23 budget

**July:**  
ACRL staff submit final  
FY23 ACRL budget to  
ALA

**April – May:**

- Exec. Dir. meets with BARC as it reviews and analyzes Division budgets
- Exec. Comm./Board may discuss status at Spring meeting
- Staff prepare Annual Conference FY23 budget

**Annual Conference:**

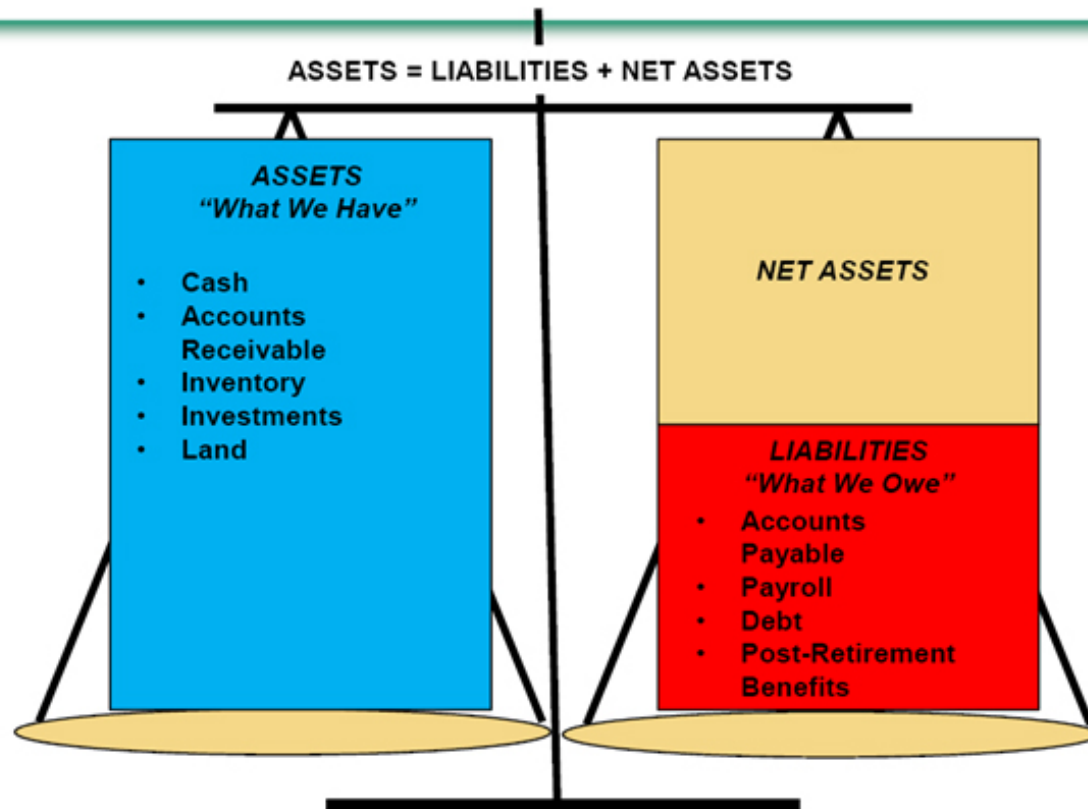
- B&F reviews revised budget, makes any final changes, and prepares recommendation for Board
- Board approves FY23 budget and dues rates





# Financials-- ALA

# ALA Balance Sheet



*Net Assets is the difference between what we have and what we owe*

# Total ALA & Divisions Assets

	FY22 (May 2021)	FY21	FY20	FY19
Divisions Beginning Assets	\$15.0	\$14.5M	\$13.8M	\$14.8M
Total ALA Beginning Assets	\$65.0M	\$59.6M	\$39.7M	\$47.0M

- ALA assets include divisions, roundtables, grants & awards, DC & Choice offices, IT/furniture/equipment, endowments.
- Total ALA FY22 Revenue Budget: \$45.6M vs. \$38.9M in FY21.
- Total ALA FY22 Annual Estimate of Income: \$72.0M vs. \$67.1M in FY21.

# FY20 Total ALA Revenues

## \$44,319,108

<b>TOTAL ALA REVENUE</b>	
Publishing	\$ 9,491,967
Conference	2,851,173
Membership Dues	5,164,543
Divisions	15,004,152
Round Tables	493,661
Grants	8,888,229
Endowment Fund and General Fund - Interest Income and Investment Earnings	2,050,194
Contributed Revenue	25,000
Continuing Education	
Other	350,189
<b>Total ALA Revenue</b>	<b>\$ 44,319,108</b>

# FY20 General Fund Revenues

\$4,425,056

<b>GENERAL FUND</b>	
Publishing Net Revenue (Before NS Amortization)	\$ (285,061)
Conference Net Revenue	(1,453,245)
Membership Dues, net	5,072,679
Interest Income and Investment Earnings	715,494
Contributed Revenue	25,000
Continuing Education Net Revenue (Expense)	
Other	350,189
<b>Total Net Revenue and Income</b>	<b>4,425,056</b>

# FY20 Total ALA Expenses

## \$ 49,519,212

<b>TOTAL ALA EXPENSES</b>	
<b>Publishing (Before NS Amortization)</b>	<b>\$ 10,541,190</b>
<b>Conference</b>	<b>3,787,278</b>
<b>Membership Dues</b>	<b>92,845</b>
<b>Divisions</b>	<b>14,306,054</b>
<b>Round Tables</b>	<b>237,905</b>
<b>Grants</b>	<b>5,603,774</b>
<b>Endowment Fund (including scholarships and awards)</b>	<b>1,200,045</b>
<b>Continuing Education</b>	
<b>Overhead recovered - General Fund</b>	<b>(5,894,951)</b>
<b>Non-revenue generating offices and units</b>	<b>19,645,072</b>
<b>Total ALA Expenses</b>	<b>49,519,212</b>

# FY20 General Fund Expenses

## \$19,645,072

<b>ALA Offices and Member Relations</b>	2,338,088
<b>Advocacy and Member Relations Offices</b>	
<b>Member and Customer Service</b>	672,332
<b>Washington Office</b>	2,818,885
<b>Executive Office</b>	4,320,142
<b>IT Department</b>	3,590,658
<b>Finance</b>	1,335,508
<b>Staff Support</b>	145,541
<b>General Administration Expenses</b>	4,423,918
<b>Total General Fund Expenses</b>	<b>\$ 19,645,072</b>



# Financials-- Divisions



# FY20 & FY21 Division Revenues

		Actual 2020	Budget 2021
ACRL	Association of College & Research Libraries	1,639,619	3,889,775
ALSC	Association for Library Service to Children	2,233,212	1,467,120
ASGCLA	Association of Specialized, Government & Cooperative Library Agencies	81,169	36,710
CHOICE	Choice	2,435,934	2,382,519
CORE	Core: Leadership, Infrastructure, Futures (see Note 1)	858,348	997,382
PLA	Public Library Association	5,036,102	771,600
RUSA	Reference & User Services Association	321,359	334,783
UFL	United for Libraries	105,882	340,850
YALSA	Young Adult Library Services Association	544,498	523,815
<b>Total revenue</b>		15,004,152	11,166,644

# FY20 & FY21 Division Expenses

		Actual 2020	Budget 2021
<b><u>Expenses</u></b>			
AASL	American Association of School Librarians	1,740,345	683,174
ACRL	Association of College & Research Libraries	2,370,052	4,213,488
ALSC	Association for Library Service to Children	1,433,266	1,389,614
ASGCLA	Association of Specialized, Government & Cooperative Library Agencies	68,950	41,263
CHOICE	Choice	2,420,453	2,370,053
CORE	Core: Leadership, Infrastructure, Futures (see Note 1)	997,938	1,026,643
PLA	Public Library Association	3,864,506	1,300,201
RUSA	Reference & User Services Association	383,951	369,486
UFL	United for Libraries	349,522	331,400
YALSA	Young Adult Library Services Association	677,071	565,595
<b>Total expenses</b>		<b>14,306,054</b>	<b>12,290,919</b>

# Divisions: FY20 & FY21

## Net Revenues

		Actual 2020	Budget 2021
<b>Net revenue (expense)</b>			
AASL	American Association of School Librarians	\$ 7,683	\$ (261,084)
ACRL	Association of College & Research Libraries	(730,434)	(323,713)
ALSC	Association for Library Service to Children	799,947	77,505
ASGCLA	Association of Specialized, Government & Cooperative Library Agencies	12,219	(4,553)
CHOICE	Choice	15,481	12,465
CORE	Core: Leadership, Infrastructure, Futures (see Note 1)	(139,589)	(29,261)
PLA	Public Library Association	1,171,597	(528,601)
RUSA	Reference & User Services Association	(62,592)	(34,703)
UFL	United for Libraries	(243,640)	9,450
YALSA	Young Adult Library Services Association	(132,574)	(41,780)
<b>Total</b>		<b>\$ 698,098</b>	<b>\$ (1,124,275)</b>



# Financials-- ACRL

# Major Revenues and Expenses

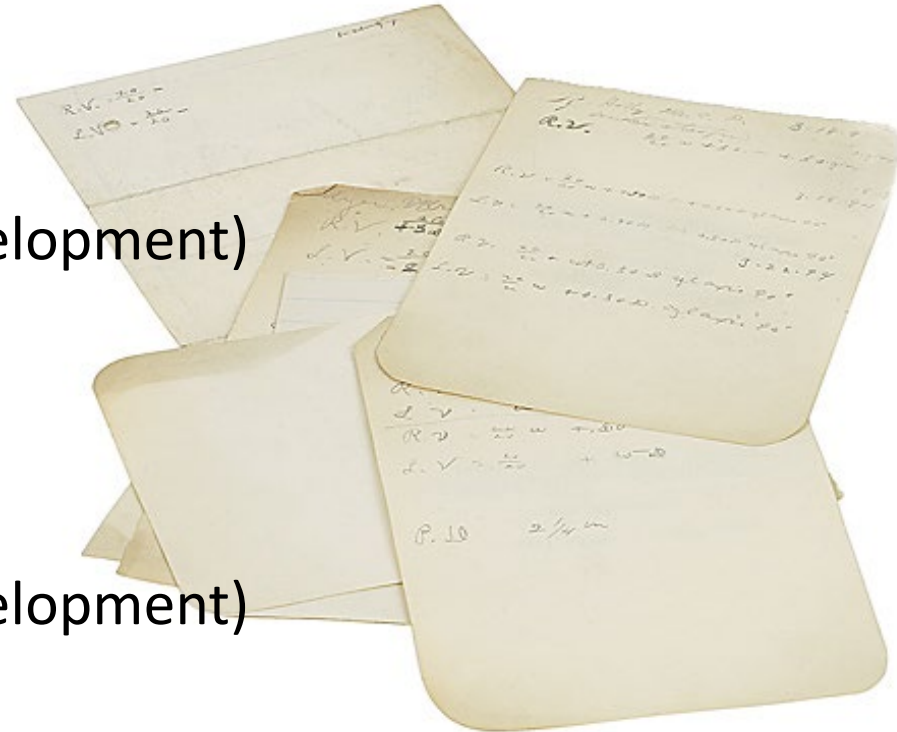
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## Major Revenues

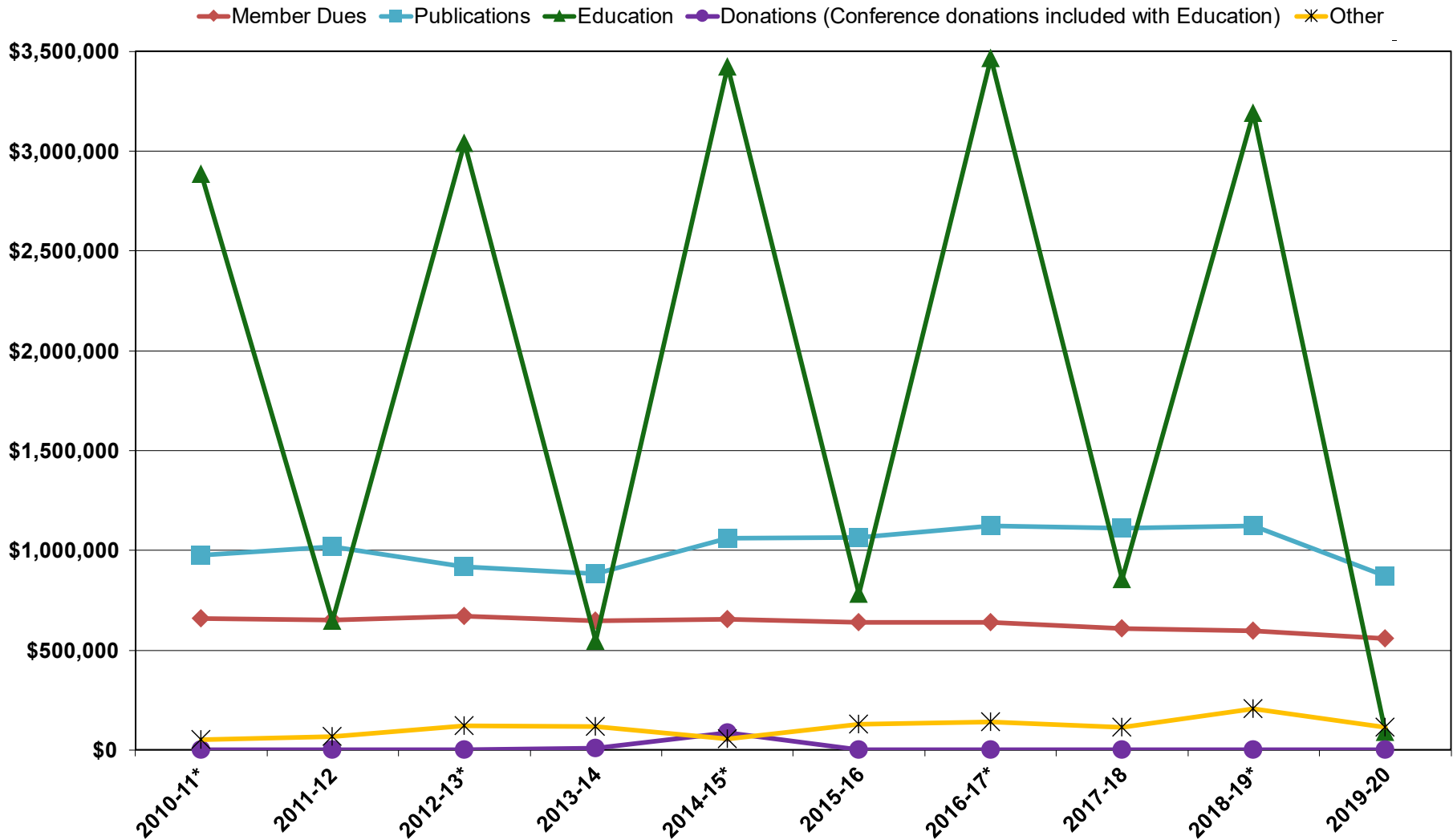
- Membership Dues
- Publications
- Education (Professional Development)

## Major Expenses

- Members Services
- Publications
- Education (Professional Development)
- Special Projects
- ALA Overhead FY22 & FY23 26.5%



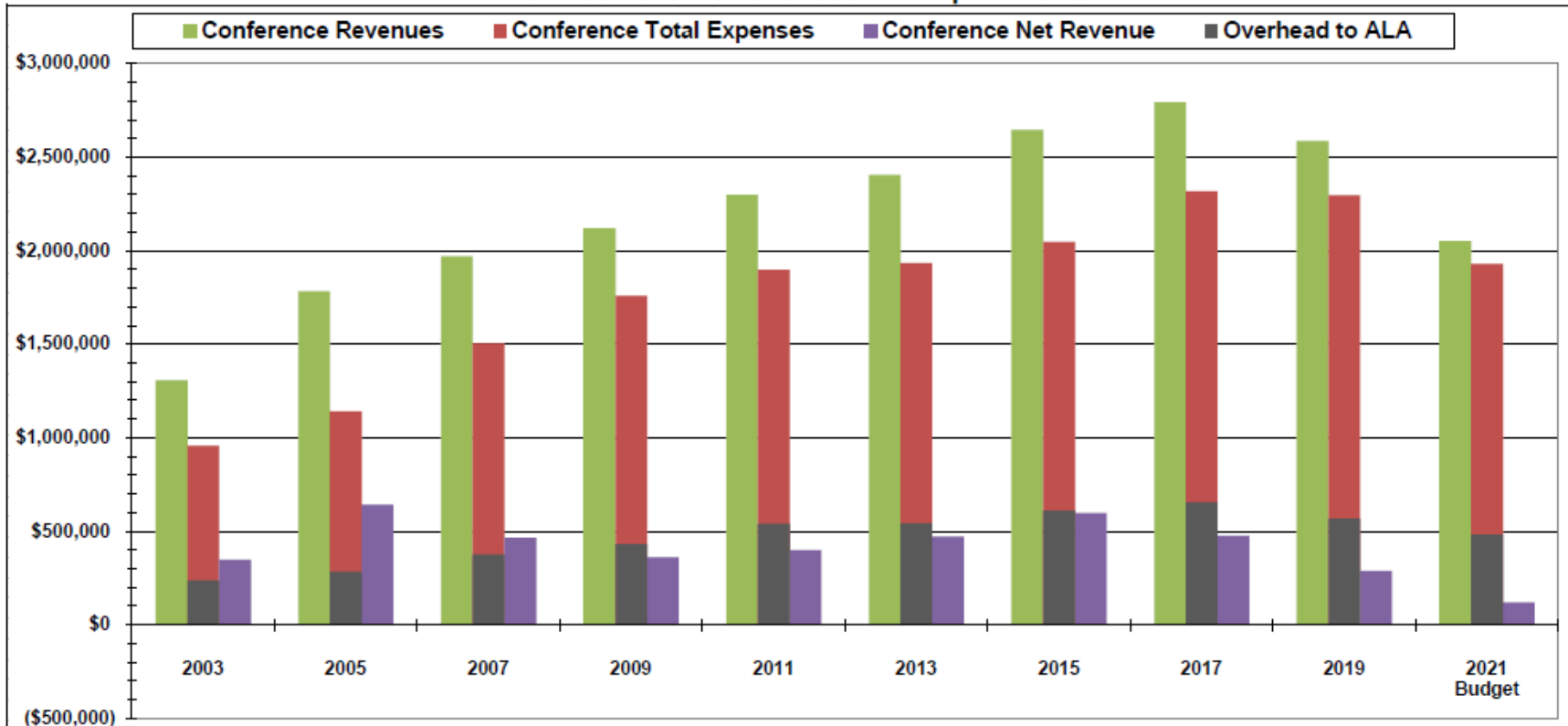
# Revenue Sources Changing Trends



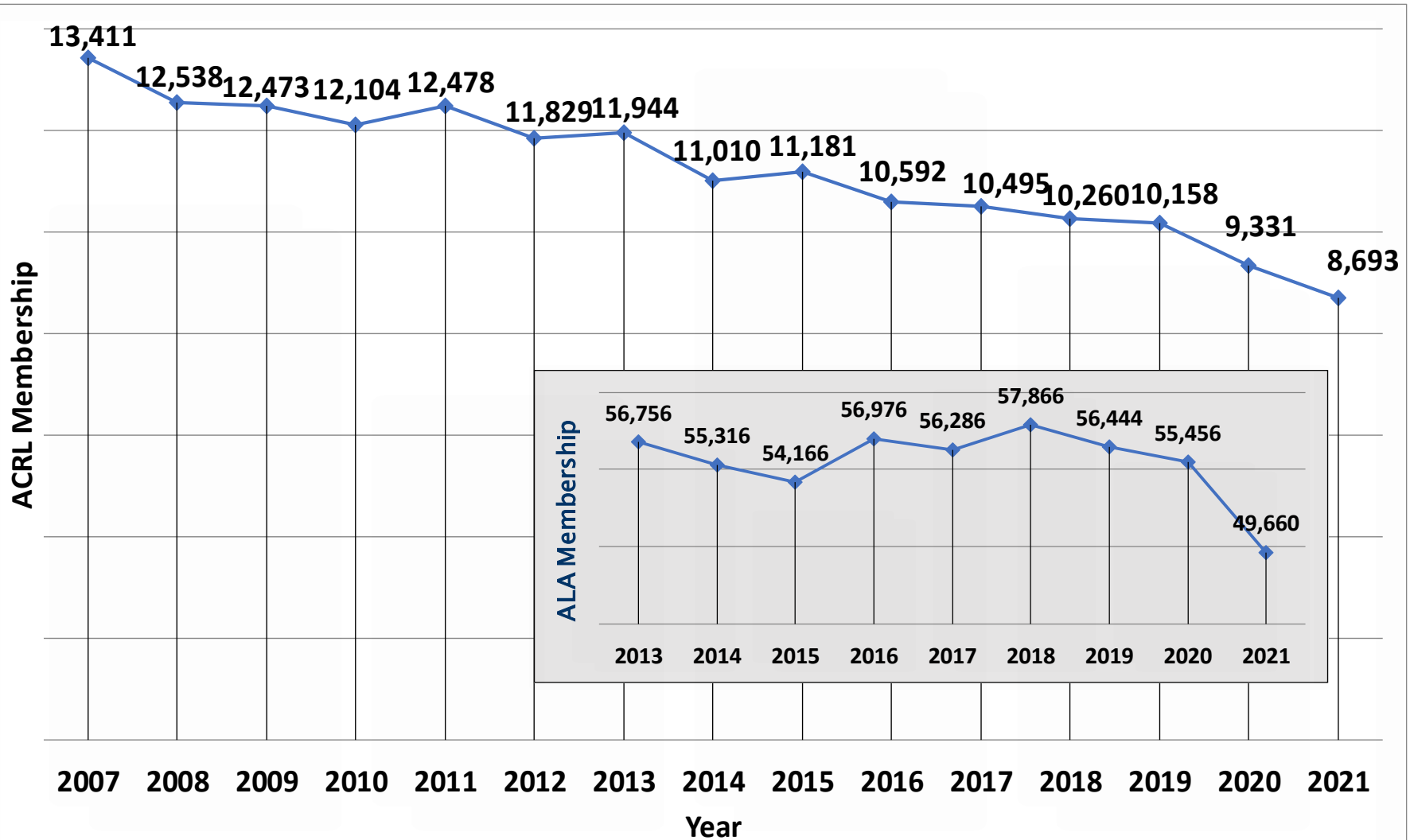
# The Big Picture

FIGURE 3

ACRL Conference Revenues and Expenditures

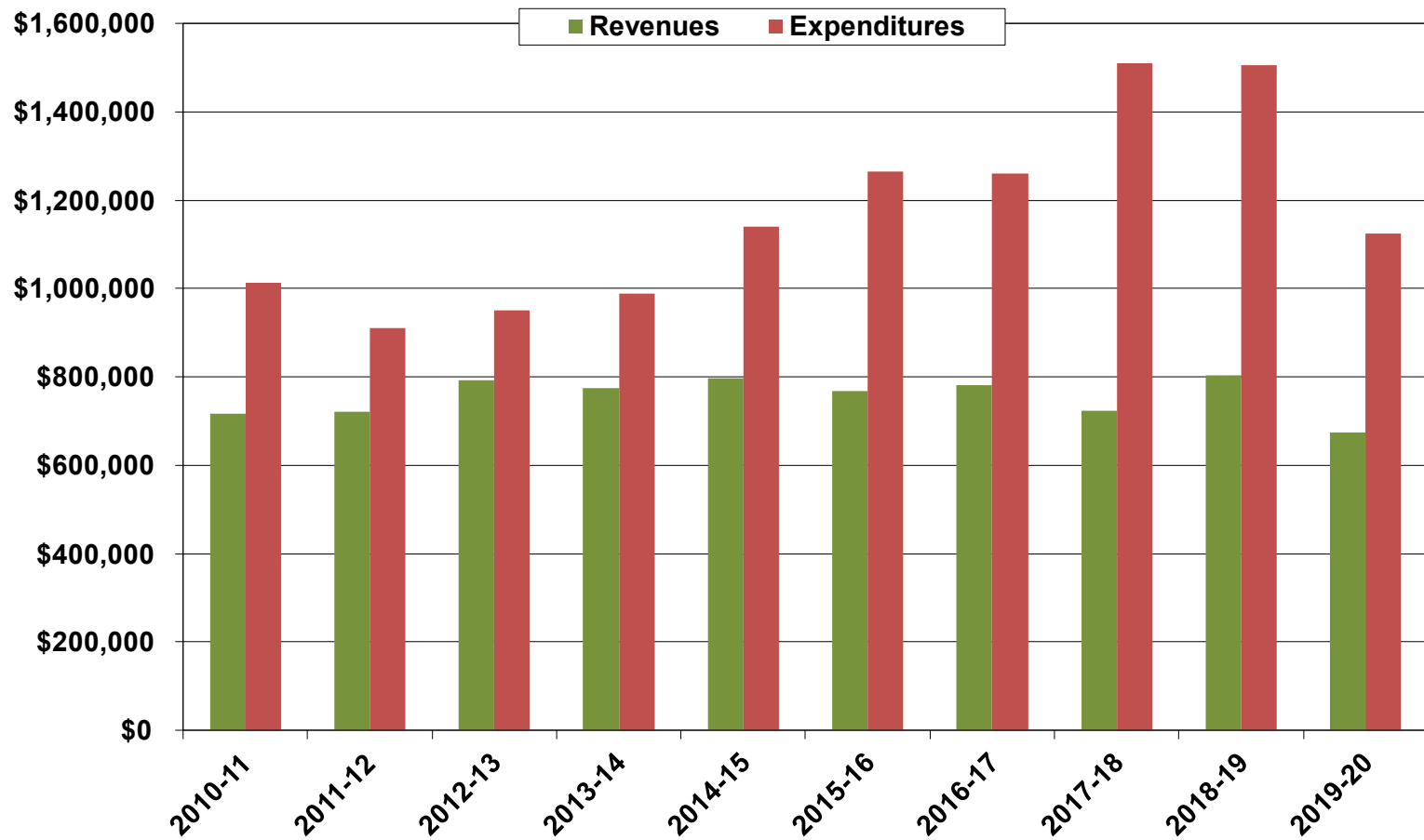


# Membership





# Cost of Member Services

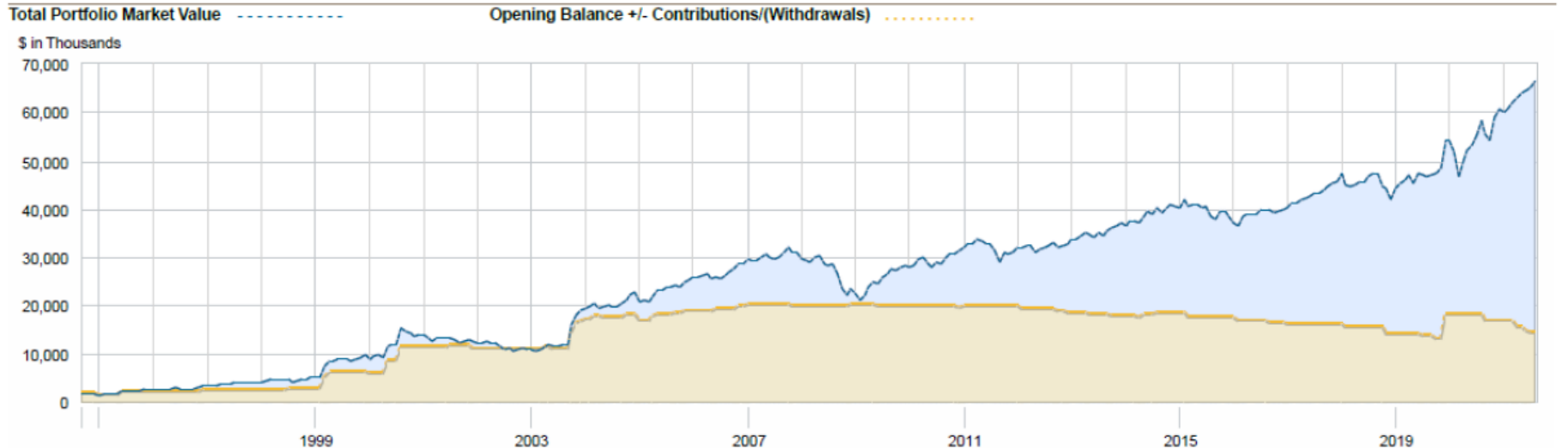




# Long-term Investments

# ALA Endowment Fund

Performance period: 10/17/1994 to 08/31/2021



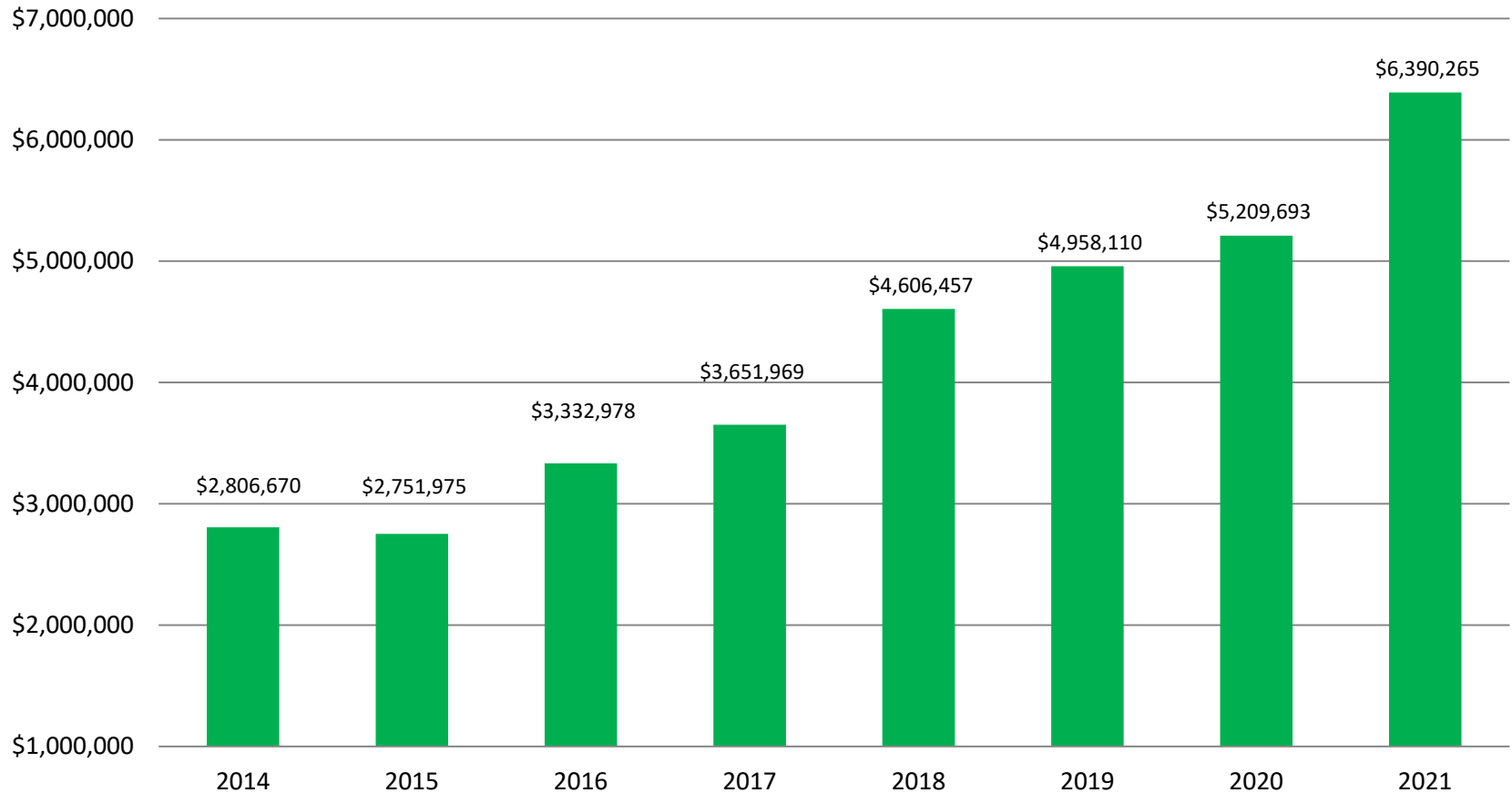
Categories	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Entire Period
Opening Balance (\$)	30,958,281	32,633,466	37,288,932	40,735,091	38,724,962	40,016,349	45,900,664	42,091,092	54,260,268	60,747,152	1,623,562
Contributions/(Withdrawals) (\$)	(1,307,336)	(732,294)	519,511	(877,651)	(991,964)	(369,494)	(2,053,057)	4,009,133	(1,448,275)	(2,291,769)	12,130,146
Interest/Dividends (\$)	1,219,543	1,213,067	1,396,836	1,497,064	1,252,452	1,214,040	1,528,605	1,190,682	1,631,792	770,142	22,041,871
Appreciation/(Depreciation) (\$)	1,762,978	4,174,694	1,529,812	(2,629,543)	1,030,899	5,039,768	(3,285,121)	6,969,361	6,303,367	7,391,184	30,217,245
Closing Balance (\$)	32,633,466	37,288,932	40,735,091	38,724,962	40,016,349	45,900,664	42,091,092	54,260,268	60,747,152	66,616,708	66,616,708
Time Weighted Return (%)	9.88	16.71	7.67	(2.89)	6.13	15.82	(4.04)	19.44	14.85	13.61	655.01

Book Value = \$13.8 million

Investment Earnings = \$52.3 million

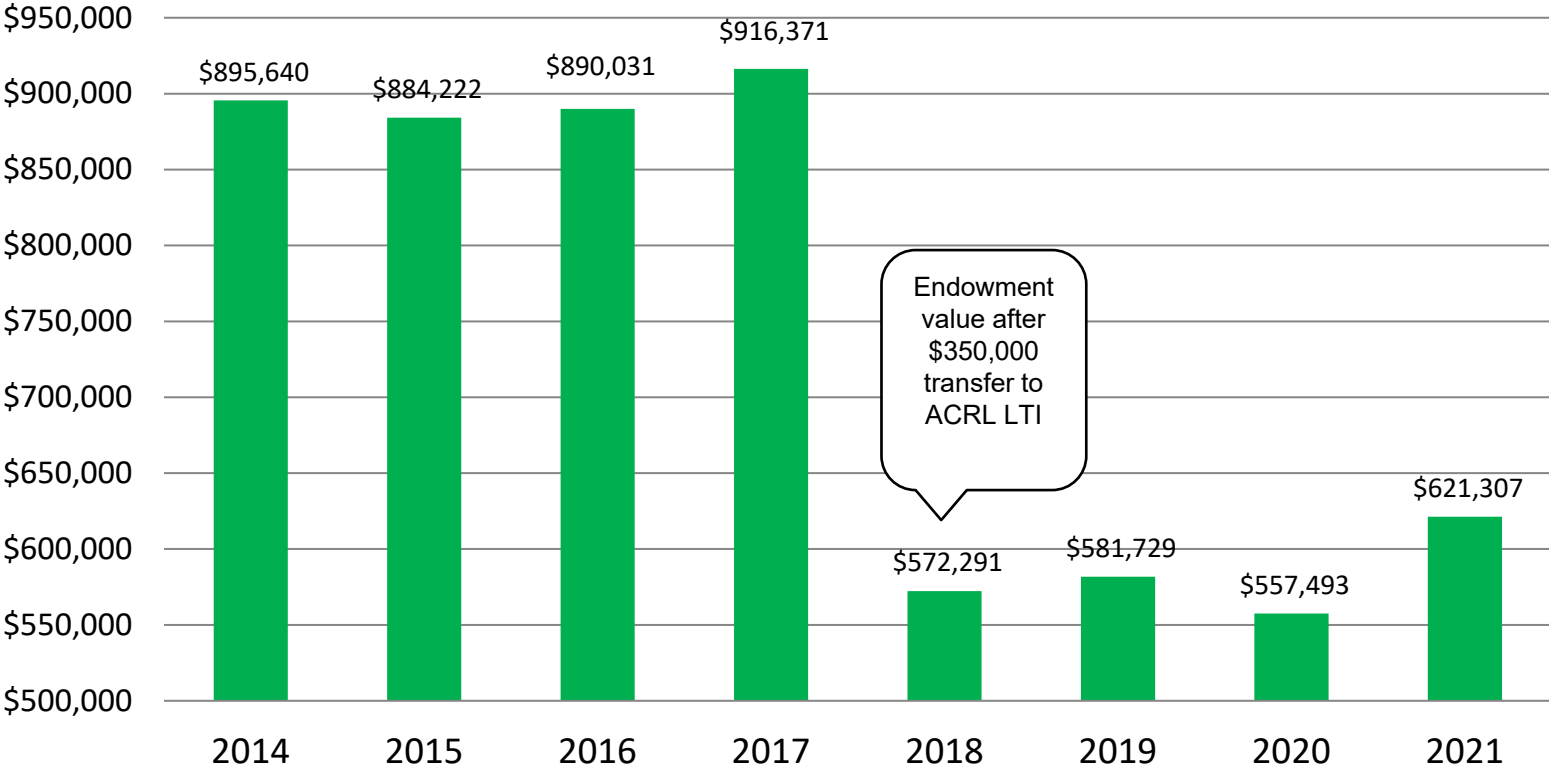
# ACRL Endowment Fund Market Value

\$6,390,265



# CHOICE Endowment Fund

## \$621,307

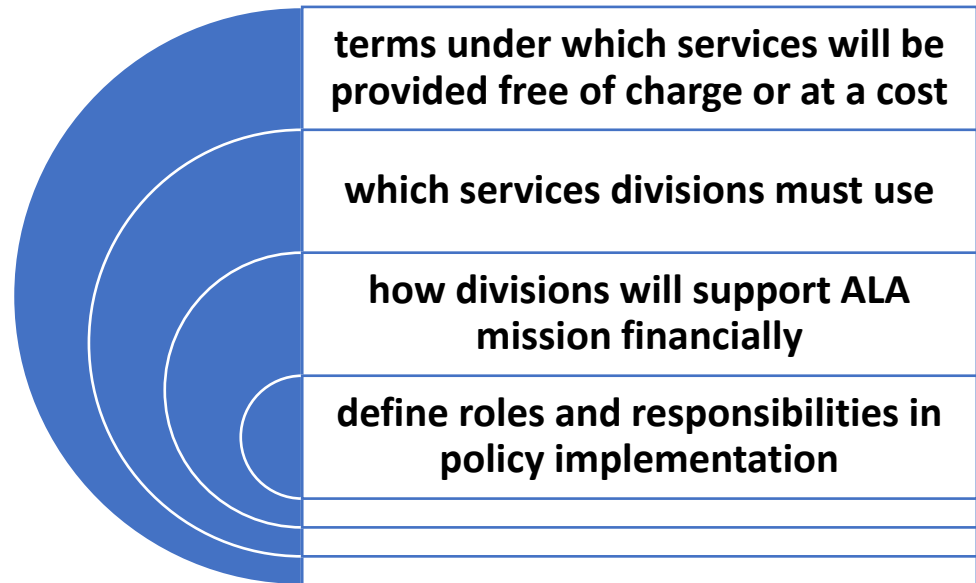




# **OPERATING AGREEMENT: THE BASICS**

## Operating Agreement

- **Lays out relationship between ALA & its divisions**



<http://www.ala.org/aboutala/governance/policymanual/updatedpolicymanual/section1/operatingagreement>

# Revenue incurring overhead

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**Divisions pay 100% of the overhead rate on revenue from conferences, e.g., registrations, exhibits**

**Divisions pay 50% of the overhead on revenue from publications (webinars deemed publications)**

**Divisions pay UBIT—unrelated business income (advertising revenue)**

FY04	20.3%
FY05	18.8%
FY06	21.9%
FY07	21.5%
FY08	22.6%
FY09	23.9%
FY10	23.9%
FY11	26.1%
FY12	25.5%
FY13	25.5%
FY14	24.2%
FY15	25.4%
FY16	25.9%
FY17	26.4%
FY18	26.4%
FY19	26.5%
FY20	26.5%
FY21	26.5%
FY22	26.5%
FY23	26.5%



# Overhead Comparison

## Overhead Paid

	<b>2021*</b>	<b>2020**</b>	<b>2019</b>	<b>2018**</b>
Publishing	\$ 2,262,667	\$ 2,515,471	\$ 2,868,184	\$ 3,208,395
Conferences	\$ 213,766	\$ 571,854	\$ 2,503,052	\$ 2,344,365
Divisions	\$ 1,100,197	\$ 2,255,854	\$ 1,563,354	\$ 2,153,166
Round Tables	\$ 17,715	\$ 19,199	\$ 19,371	\$ 18,853
Grants & Awards	\$ 260,234	\$ 348,967	\$ 580,747	\$ 576,558
Total	\$ 4,277,641	\$ 5,711,345	\$ 7,534,708	\$8,301,337

\* Preliminary 1<sup>st</sup> close information. \*\*Two major Division conferences (odd years: ACRL; even years: PLA, AASL)

Association of College & Research Libraries

[www.acrl.org](http://www.acrl.org)

# Division Overhead Comparison

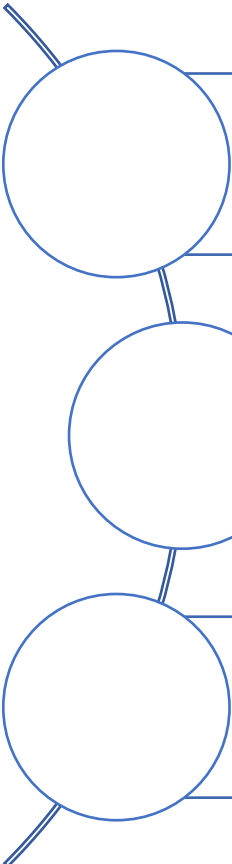
Overhead Paid\*

				Endow (+)/NAB	Overhead Paid	Overhead Paid
	<u>Revenues</u>	<u>Expenses</u>	<u>Net(Expense)</u>	<u>Transfer**</u>	<u>2020</u>	<u>2019</u>
PLA	\$ 5,036,102	\$ 3,864,506	\$ 1,171,597	\$ -	\$ 1,068,672	\$ 21,052
ACRL	\$ 1,639,619	\$ 2,370,052	\$ (730,434)	\$ (157,096)	\$ 119,797	\$ 811,598
Choice	\$ 2,435,934	\$ 2,420,453	\$ 15,481	\$ (43,987)	\$ 322,761	\$ 334,014
AASL	\$ 1,748,028	\$ 1,740,345	\$ 7,683	\$ (17,683)	\$ 342,457	\$ (16,064)
ASCLA	\$ 81,169	\$ 68,950	\$ 12,219	\$ -	\$ 4,830	\$ 6,063
ALCTS	\$ 478,913	\$ 492,490	\$ (13,578)	\$ -	\$ 36,743	\$ 38,966
LLAMA	\$ 220,254	\$ 241,583	\$ (21,329)	\$ -	\$ 6,894	\$ 10,622
RUSA	\$ 321,359	\$ 383,951	\$ (62,592)	\$ (30,968)	\$ 15,552	\$ 10,589
UFL	\$ 105,882	\$ 349,522	\$ (243,640)	\$ -	\$ 7,632	\$ 12,899
LITA	\$ 159,182	\$ 263,865	\$ (104,683)	\$ -	\$ 3,480	\$ 27,459
ALSC	\$ 2,233,212	\$ 1,433,266	\$ 799,947	\$ (3,000)	\$ 273,392	\$ 246,058
YALSA	\$ 544,498	\$ 677,071	\$ (132,574)	\$ -	\$ 53,643	\$ 60,108
	<u>\$15,004,152</u>	<u>\$ 14,306,054</u>	<u>\$ 698,097</u>	<u>\$ (252,734)</u>	<u>\$ 2,255,853</u>	
Total						\$ 1,563,364

\*Final results 8/31/20 \*\*Represents transfers from endowments to operating accounts which further reduces expenses.

[illegible]

## Practical Implications



ALA Divisions build and maintain fund balances appropriate to their needs. A fund balance is defined as accumulated net revenue.

Divisions will not receive interest on fund balances or deferred revenue.

Divisions may establish an endowment once the division has met its minimum fund balance (sum of 25% of average operating expense, based on four most recently completed years). Divisions receive interest on endowment funds.

# ALA Operating Agreement Working Group

**Charge:**

The ALA Executive Board is appointing a workgroup to evaluate, assess, and make recommendations to the ALA Operating Agreement that defines the relationship between ALA and Divisions. Specifically, the WG will examine how the existing Operating Agreement is fulfilling the mission and values of the association as well as the financial structure that supports the joint and individual goals of the Association and Divisions. In addition, the WG will examine the relationship between ALA and the Roundtables and will provide recommendations that guide that relationship as well. The Operating Agreement values unity, diversity, authority, autonomy, and collaboration. These values will guide the WG in its assessment and communication.



# The bottom line: ACRL & Choice

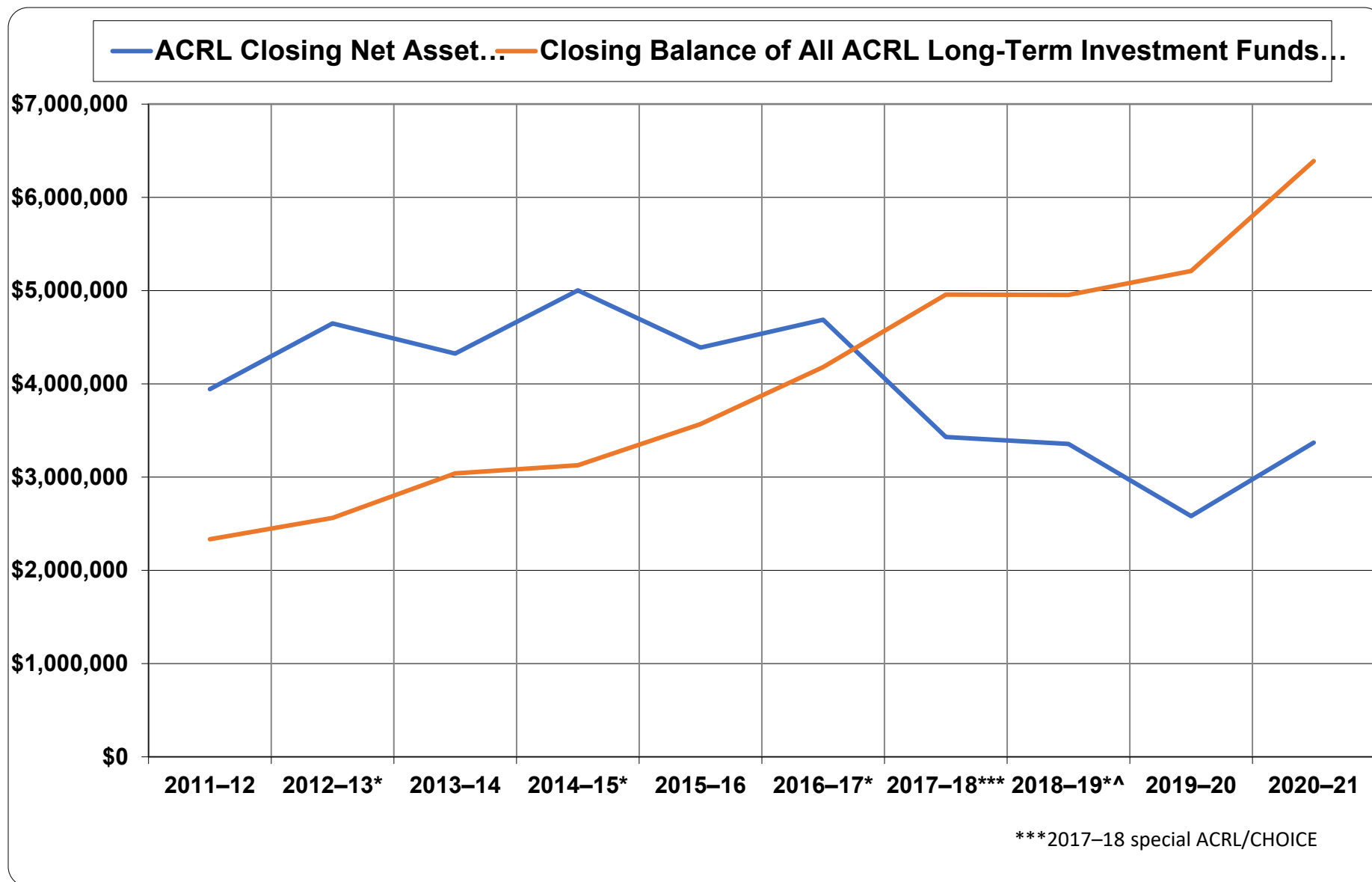
# ACRL & CHOICE Net Asset Balance & LTIs

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	Net Asset Balance	LTI
ACRL	\$3,369,256	\$6,390,265
CHOICE	\$2,867,647	\$621,307

\*based on FY21 preliminary reports

# ACRL Net Asset and Long-Term Investment Fund Balances







# Reporting

# ACRL Financial Reporting

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## Quarterly Reports

- Detailed spreadsheet listing revenue, expenses and net revenue as well, as operating and LTI fund balances
- Narrative cover memo provided by Executive Director highlights trends and provides explanation and context for the financial report spreadsheet

	FY20	FY20	\$ Variance	% Variance	FY18*	\$ Variance	% Variance
	Budget	Actual	From Budget	From Budget	Actual	From 2018	From FY18
<b>Beginning Reserves</b>							
Reserve Sept. 1: ACRL Operating	\$3,311,824	\$3,311,824	\$0	0%	\$4,687,947	(\$1,376,123)	-29%
Reserve Sept. 1: ACRL LTIs	\$4,954,016	\$4,954,016	\$0	0%	\$4,180,025	\$773,991	19%
Reserve Sept. 1: CHOICE Operating	\$2,571,980	\$2,571,980	\$0	0%	\$2,926,294	(\$354,314)	-12%
Reserve Sept. 1: CHOICE LTI	\$538,536	\$538,536	\$0	0%	\$572,349	(\$33,813)	-6%
<b>Total</b>	<b>\$11,376,355</b>	<b>\$11,376,355</b>	<b>\$0</b>	<b>0%</b>	<b>\$12,366,615</b>	<b>(\$990,260)</b>	<b>-8%</b>
<b>Revenues</b>							
<b>Membership</b>							
Dues	\$611,284	\$559,529	(\$51,755)	-8%	\$609,906	(\$50,378)	-8%
Standards, Licensing Fees	\$4,000	\$204	(\$3,796)	-95%	\$65,254	(\$65,050)	3188700%
Advisory	\$88,500	\$73,975	(\$14,525)	-16%	\$0	\$73,975	N/A
Awards	\$16,600	\$13,036	(\$3,564)	-21%	\$17,450	(\$4,414)	-25%
Special Events	\$15,125	\$12,300	(\$2,825)	-19%	\$31,282	(\$18,982)	-61%
Diversity Alliance & EDI	\$24,000	\$14,000	(\$10,000)	-42%	\$0	\$14,000	N/A
Project Outcome	\$0	\$1,500	\$1,500	n/a	\$0	\$1,500	N/A
<b>Subtotal</b>	<b>\$759,509</b>	<b>\$674,544</b>	<b>(\$84,965)</b>	<b>-11%</b>	<b>\$723,892</b>	<b>(\$49,348)</b>	<b>-7%</b>
<b>Publications</b>							
CHOICE	\$2,645,629	\$2,485,767	(\$159,862)	-6%	\$2,520,863	(\$35,096)	-1%
C&RL	\$16,200	\$18,981	\$2,781	17%	\$14,758	\$4,223	29%
C&RL News	\$564,657	\$464,730	(\$99,927)	-18%	\$569,964	(\$105,233)	-18%
RBM	\$27,373	\$27,365	(\$8)	0%	\$22,871	\$4,493	20%
Nonperiodical Publications	\$379,380	\$275,831	(\$103,549)	-27%	\$388,475	(\$112,644)	-29%
Library Statistics	\$157,809	\$86,561	(\$71,248)	-45%	\$116,797	(\$30,236)	-26%
<b>Subtotal</b>	<b>\$3,791,048</b>	<b>\$3,359,235</b>	<b>(\$431,813)</b>	<b>-11%</b>	<b>\$3,633,727</b>	<b>(\$274,492)</b>	<b>-8%</b>
<b>Education</b>							
Institutes & Liscensed Workshops	365,624	39,305	(326,319)	-89%	\$232,048	(\$192,743)	-83%
ACRL Conference	(24,000)	(39,552)	(15,552)	65%	\$36,635	(\$76,187)	-208%
Preconferences & RBMS Conference	218,895	7,160	(211,735)	-97%	\$448,527	(\$441,367)	-98%
Annual Conference & MW Programs	16,000	500	(15,500)	-97%	\$15,800	(\$15,300)	-97%
Web-CE	90,570	84,217	(6,353)	-7%	\$121,416	(\$37,199)	-31%
<b>Subtotal</b>	<b>\$667,089</b>	<b>\$91,630</b>	<b>(\$575,459)</b>	<b>-86%</b>	<b>\$854,426</b>	<b>(\$762,796)</b>	<b>-89%</b>

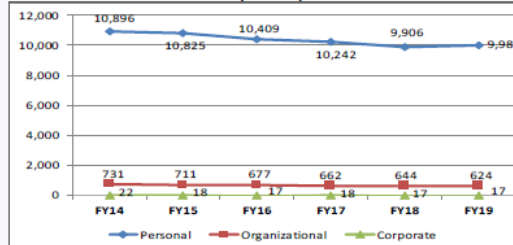
	FY20	FY20	\$ Variance	% Variance	FY18*	\$ Variance	% Variance
	Budget	Actual	From Budget	From Budget	Actual	From 2018	From FY18
<b>Expenses</b>							
<b>Membership</b>							
Membership Services	\$45,922	(\$30,473)	\$15,449	-34%	\$200,336	(\$230,809)	-115%
Exec. Ctte. & Board	\$223,581	\$190,825	(\$32,756)	-15%	\$212,181	(\$21,355)	-10%
Advisory	\$80,276	\$96,548	\$16,273	20%	\$100,632	(\$4,084)	-4%
Standards Distribution	\$3,283	\$1,053	(\$2,230)	-68%	\$15,293	(\$14,240)	-93%
Awards	\$49,407	\$41,038	(\$8,369)	-17%	\$47,571	(\$6,533)	-14%
Chapters	\$31,477	\$17,287	(\$14,190)	-45%	\$27,541	(\$10,254)	-37%
Committees	\$156,633	\$137,392	(\$19,241)	-12%	\$153,752	(\$16,360)	-11%
Sections	\$130,774	\$130,178	(\$596)	0%	\$128,865	\$1,313	1%
C&RL Over Revenue	\$40,746	\$35,603	(\$5,144)	-13%	\$38,594	(\$2,991)	-8%
C&RL News Over Revenue	\$21,246	\$47,606	\$26,360	124%	\$0	\$47,606	N/A
Liaisons to Higher Ed. Organizations	\$60,773	\$25,803	(\$34,970)	-58%	\$43,951	(\$18,149)	-41%
Special Events	\$14,498	\$12,107	(\$2,391)	-16%	\$36,513	(\$24,406)	-67%
Information Literacy	\$10,603	\$10,493	(\$110)	-1%	\$37,333	(\$26,840)	-72%
Scholarly Communications	\$142,290	\$87,024	(\$55,266)	-39%	\$119,856	(\$32,832)	-27%
Value of Academic Libraries	\$101,018	\$31,246	(\$69,772)	-69%	\$167,758	(\$136,513)	-81%
Government Relations	\$57,065	\$35,495	(\$21,570)	-38%	\$56,668	(\$21,172)	-37%
Scholarships	\$43,000	\$2,500	(\$40,500)	-94%	\$40,845	(\$38,345)	-94%
Annual Conference Programs	\$57,550	\$26,389	(\$31,162)	-54%	\$35,012	(\$8,624)	-25%
New Roles & Changing Landscapes	\$19,483	\$16,532	(\$2,952)	-15%	\$13,896	\$2,636	19%
Diversity Alliance & EDI	\$74,369	\$15,152	(\$59,218)	-80%	\$32,770	(\$17,618)	-54%
Project Outcome	\$209,452	\$194,456	(\$14,996)	-7%	\$0	\$194,456	N/A
<b>Subtotal</b>	<b>\$1,481,604</b>	<b>\$1,124,254</b>	<b>(\$357,349)</b>	<b>-24%</b>	<b>\$1,509,366</b>	<b>(\$385,111)</b>	<b>-26%</b>
<b>Publications</b>							
CHOICE	\$2,654,850	\$2,425,753	(\$229,097)	-9%	\$2,698,854	(\$273,101)	-10%
C&RL	\$16,200	\$18,981	\$2,781	17%	\$14,758	\$4,223	29%
C&RL News	\$564,657	\$464,730	(\$99,927)	-18%	\$487,139	(\$22,408)	-5%
RBM	\$16,588	\$22,066	\$5,478	33%	\$21,400	\$666	3%
Nonperiodical Publications	\$332,809	\$262,137	(\$70,671)	-21%	\$330,329	(\$68,192)	-21%
Library Statistics	\$95,965	\$59,202	(\$36,763)	-38%	\$70,310	(\$11,108)	-16%
<b>Subtotal</b>	<b>\$3,681,069</b>	<b>\$3,252,870</b>	<b>(\$428,199)</b>	<b>-12%</b>	<b>\$3,622,790</b>	<b>(\$369,920)</b>	<b>-10%</b>
<b>Education</b>							
Institutes & Liscensed Workshops	\$346,147	\$92,101	(\$254,047)	-73%	\$222,813	(\$130,712)	-59%
ACRL Conference	\$301,759	\$155,844	(\$145,914)	-48%	\$238,096	(\$82,252)	-35%
Preconferences & RBMS Conference	\$201,176	\$53,364	(\$147,813)	-73%	\$388,225	(\$334,861)	-86%
Web-CE	\$75,779	\$59,841	(\$15,939)	-21%	\$76,078	(\$16,237)	-21%
<b>Subtotal</b>	<b>\$924,861</b>	<b>\$361,149</b>	<b>(\$563,712)</b>	<b>-61%</b>	<b>\$925,211</b>	<b>(\$564,062)</b>	<b>-61%</b>
<b>Special Programs</b>							
Friends of ACRL-Restricted	\$0	\$8,206	\$8,206	N/A	(\$9,737)	\$17,943	184%
Friends of ACRL-Operating	\$59,962	\$57,532	(\$2,429)	-4%	\$65,357	(\$7,825)	N/A
<b>Subtotal</b>	<b>\$59,962</b>	<b>\$65,738</b>	<b>\$5,777</b>	<b>10%</b>	<b>\$55,620</b>	<b>\$10,118</b>	<b>N/A</b>
<b>Total Expenses</b>							
Total Expenses ACRL	\$3,492,645	\$2,370,052	(\$1,122,594)	-32%	\$3,423,870	(\$1,053,818)	-31%
Total Expenses CHOICE	\$2,654,850	\$2,425,753	(\$229,097)	-9%	\$2,698,854	(\$273,101)	-10%
Total Expenses ACRL & Choice	\$6,147,496	\$4,795,806	(\$1,351,690)	-22%	\$6,122,724	(\$1,326,918)	-22%

	FY20	FY20	\$ Variance	% Variance	FY18*	\$ Variance	% Variance
	Budget	Actual	From Budget	From Budget	Actual	From 2018	From FY18
<b>Nets</b>							
Total Net ACRL	(\$920,628)	(\$730,583)	\$190,045	-21%	(\$732,687)	\$2,104	0%
Total Net Choice	(\$9,221)	\$60,014	\$69,236	-751%	(\$177,991)	\$238,005	134%
Membership Net	(\$722,095)	(\$449,711)	\$272,384	-38%	(\$785,474)	\$335,763	43%
Publications Net (without Choice)	\$119,200	\$46,351	(\$72,849)	-61%	\$188,928	(\$142,577)	-75%
Education Net	(\$257,772)	(\$269,519)	(\$11,746)	5%	(\$70,785)	(\$198,734)	-281%
<b>Operating Transfers</b>							
ACRL	\$157,096	\$157,096	\$0	0%	(\$525,000)	\$682,096	130%
Choice	(\$42,840)	\$43,987	\$86,827	-203%	\$42,840	\$1,147	3%
<b>LTI Transfers, Gains, Losses</b>							
ACRL	\$0	\$569,651	n/a	n/a	\$1,301,761	(\$732,110)	-56%
Choice	\$0	\$62,944	n/a	n/a	\$9,027	\$53,917	597%
<b>Ending Reserves</b>							
ACRL Mandated Operating Reserve	\$1,028,604	\$1,028,604	\$0	0%	\$933,236	\$95,369	10%
Reserve Aug 31: ACRL Operating	\$2,391,196	\$2,581,241	\$190,045	8%	\$3,430,260	(\$849,019)	-25%
Reserve Aug 31: ACRL LTIs	\$5,111,112	\$5,523,667	\$412,555	8%	\$4,956,786	\$566,881	11%
Reserve Aug 31: CHOICE Operating	\$2,562,758	\$2,631,994	\$69,236	3%	\$3,273,303	(\$641,309)	-20%
Reserve Aug 31: CHOICE LTI	\$495,696	\$557,493	\$61,797	12%	\$538,536	\$18,957	4%
Total	\$10,560,762	\$11,294,394	\$733,633	7%	\$13,132,121	(\$1,837,726)	-14%

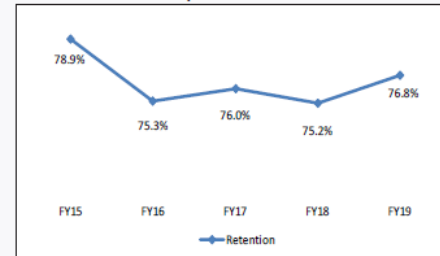


## Membership

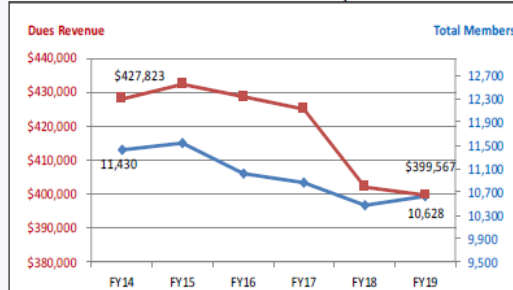
### 1. ACRL Membership Composition FY14-FY19



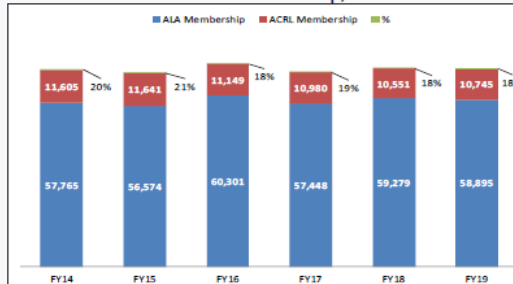
### 2. YTD Membership Retention Rates FY15-FY19



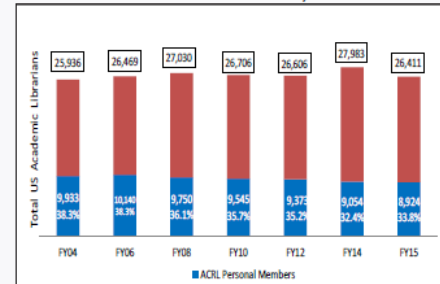
### 3. ACRL Dues Revenue & Membership FY13-FY19

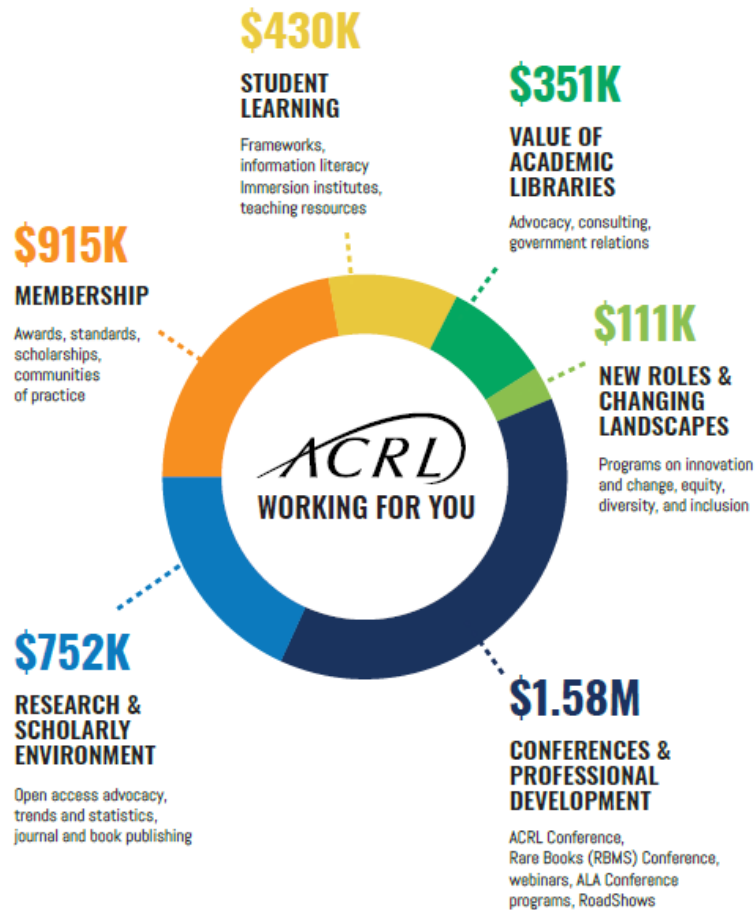


### 4. ALA vs ACRL Membership, FY13-FY18



### 5. ACRL Market Penetration, FY04-FY15





On average, ACRL invests over \$4.1\* million annually to support its strategic initiatives and to fund conferences and events to further the work of higher education librarians and information professionals. Contributions to the profession are funded through an array of revenue streams—including dues, donations, registrations, publications, and advertising.

\* Average of the past 4 years of expenses.  
All other figures also averages of the past 4 years of expenses.

# Individual Project Budgets

ACRL FY22

## Executive Summary

ACRL Aug21 Doc 2.1

	A	B	C	D	E	F	G	H	I
1	<b>ACRL Membership</b>		<b>FY2022</b>						
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
3	4000	DUES/PERSONAL	\$635,258	\$606,636	\$595,758	\$532,441	\$295,672	<p>Personal memberships for FY21 are expected to total 8,195 (but only 8,000 are dues paying members in FY21). As a conference year also affected by the COVID-19 pandemic, FY21 personal membership is projected to decrease 4.1% from FY20. Students represent 11.6% (931) of personal (paying) members and retired members represent 3.4% (278). Total cash receipts: (6,791 x \$68 = \$461,788) + (278 x \$44 = \$12,232) + (931 x \$5 = \$4,655) = \$478,675. This is the number used to calculate FY21 deferred revenue which appears in the first quarter of FY22. Four of the 12 months of 2021 are part of FY22 (Sept.-Dec.). Therefore, 95% of 4/12 of the 2021 dues are deferred in FY20 (.333 x \$478,675) = \$159,399.</p> <p>Personal memberships in FY2022 are expected to increase over the FY21 level by 5% to 8,605 (of which 8,406 are paying members). Total cash receipts: (7,145 x \$69 = \$493,005) + (286 x \$45 = \$12,870) + (975 x \$5 = \$4,875) = \$510,750. Eight of the 12 months of 2021 are part of FY2022 (Jan.-Aug.). Therefore, 8/12 (or .667) of the 2022 dues are recognized in FY2022 (the rest, or 4/12 (or .333), is deferred: 8/12 of \$510,750 = \$340,670.</p>	\$475,066
4	4001	DUES/ORGANIZATIONAL				\$75,660	\$55,648	<p>Organizational members for 2021 are expected to decline 12.5% from FY20 to 528 (528 x \$125 = \$66,000). Four months (Sept.-Dec. 2021) are part of FY2022. 4/12 of \$66,000 = \$21,978.</p> <p>Organizational members for 2022 are expected to decrease by 5% (26) from 2021 to 502. Total cash receipts: 502 X \$125 = \$62,750. Eight of the 12 months of 2022 are part of FY22 (Jan.-Aug.). Therefore, 8/12 (or .666) of the dues are recognized in FY22 (the rest or 4/12 [or .333] are deferred to FY23) 8/12 of \$62,750 = \$41,792.</p>	\$61,856
5	4002	DUES/SPECIAL				\$0	\$0	Special Member Dues, based on 2019 actual	\$0
6	4003	DUES/LIFE MEMBERS-CURRENT	\$3,195	\$3,150	\$2,985	\$3,063	\$2,910	Life member dues revenues. In August 2022, life dues are expected to total \$2,910 which is a 2.5% decrease from FY19.	\$2,910
7	4004	DUES/CNTNUNG MBRS & DIV TRFR	\$120	\$120	\$105	\$120	\$105	Continuing members dues revenues. In August 2022, continuing member dues are expected to total \$105 which no change from FY19.	\$105
8	4100	SALES/BOOKS				\$0	\$0		\$0
9	4429	OVRHD-EXMPT REVENUE/DIVISIONS				\$0	\$0		\$0



ACRL Membership		FY2022						
Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
4430	MISCELLANEOUS FEES	\$0			\$0	\$0		\$0
4490	MISCELLANEOUS REVENUE				\$0	\$0		\$0
<b>TOTAL REVENUES</b>		<b>\$638,573</b>	<b>\$609,906</b>	<b>\$598,848</b>	<b>\$611,284</b>	<b>\$354,335</b>	<b>\$0</b>	<b>\$539,937</b>
5000	SALARIES & WAGES	\$47,110	\$57,764	\$59,484	\$65,814	\$52,800	Salaries calculated % of ACRL total salaries detailed in the salary matrix	\$54,779
5001	WAGES/TEMPORARY EMPLOYEES							
5002	OVERTIME WAGES				\$0			
5005	ATTRITION FACTOR				\$0	\$0		\$0
5009	ACCRUED VACATION WAGES				\$0	\$0		\$0
5010	EMPLOYEE BENEFITS	\$14,395	\$17,329	\$18,303	\$20,773	\$17,602	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$18,551
5110	PROFESSIONAL SERVICES	\$43,429	\$54,740	\$24,222	\$5,000	\$16,800	Booth graphics refresh (\$2,000)	\$2,000
5120	LEGAL FEES				\$0	\$0		\$0
5121	AUDIT/TAX FEES				\$0	\$0		\$0
5122	BANK S/C	\$15,624	\$13,420	\$14,383	\$12,226	\$10,276	Bank service fees (2.9% of dues)	\$15,658
5130	LOBBYING / CONSULTING							
5302	MEAL FUNCTIONS	\$4,722	\$4,206	\$9,793	\$4,465	\$8,000	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	\$1,250
5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				\$0	\$0		\$0
5310	COMPUTER RENTAL/INTERNET CONNECTIONS				\$0	\$0		\$0
5350	PROGRAM ALLOCATION	\$20,352	\$37,605	\$37,594	\$10,000	\$47,000	Strategic initiatives (\$15,000) Three Emerging Leader sponsorship (\$1,000 x 3 = \$3,000) ALA Membership Booth (\$5,000)	\$23,000
5400	EDITORIAL/PROOFREADING/OUTSIDE				\$0	\$0		\$0
5401	TYPESETTING/COMPOSITION-OUTSD				\$0	\$0		\$0
5402	PRINTING-OUTSIDE	\$4,421	\$3,703	\$4,764	\$4,500	\$4,500		\$0
5430	WEB OPERATING EXPENSES	\$1,199	\$89	\$0	\$0	\$0		\$0
5500	SUPPLIES/OPERATING	\$1,238	\$6,298	\$1,228	\$200	\$1,250		\$500

# Historical Executive Summary

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
	Actual	Actual	Actual	Actual	Budget	Budget
<b>Beginning Reserves</b>						
Reserve Sept. 1: ACRL Operating	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,581,241	\$2,257,528
Reserve Sept. 1: ACRL LTIs	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$5,388,667
Reserve Sept. 1: CHOICE Operating	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,980	\$2,631,994	\$2,638,536
Reserve Sept. 1: CHOICE LTI	\$849,196	\$880,574	\$572,349	\$538,536	\$557,493	\$557,493
<b>Total</b>	<b>\$11,454,522</b>	<b>\$12,281,840</b>	<b>\$11,885,689</b>	<b>\$11,376,356</b>	<b>\$11,294,394</b>	<b>\$10,842,223</b>
<b>Revenues</b>						
<b>Membership</b>						
Dues	\$638,573	\$609,906	\$598,848	\$559,529	\$354,335	\$539,937
Standards, Licensing Fees	\$1,802	\$2,704	\$38,714	\$204	\$850	\$250
Advisory	\$82,350	\$27,050	\$33,490	\$73,975	\$42,500	\$52,000
Awards	\$16,300	\$17,450	\$20,750	\$13,036	\$19,600	\$0
Special Events	\$21,729	\$31,282	\$34,887	\$12,300	\$15,125	\$15,125
Diversity Alliance	\$17,450	\$25,500	\$29,930	\$14,000	\$27,090	\$17,500
Project Outcome	\$0	\$0	\$37,250	\$1,500	\$2,500	\$6,525
<b>Subtotal</b>	<b>\$778,204</b>	<b>\$713,892</b>	<b>\$793,870</b>	<b>\$674,544</b>	<b>\$462,000</b>	<b>\$631,337</b>
<b>Publications</b>						
CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,485,767	\$2,382,519	\$2,246,444
C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$15,700	\$19,325
C&RL News	\$648,554	\$569,964	\$613,958	\$464,730	\$400,932	\$460,437
RBM	\$34,661	\$22,871	\$29,870	\$27,365	\$26,907	\$23,756
Nonperiodical Publications	\$288,126	\$388,475	\$338,897	\$275,831	\$262,290	\$266,120
Library Statistics	\$129,540	\$116,797	\$123,554	\$86,561	\$120,397	\$193,036
<b>Subtotal</b>	<b>\$4,062,517</b>	<b>\$3,926,148</b>	<b>\$3,643,197</b>	<b>\$3,359,235</b>	<b>\$3,208,745</b>	<b>\$3,205,516</b>
<b>Education</b>						
Institutes & Liscensed Workshops	\$277,048	\$421,728	\$308,921	\$39,305	\$295,780	\$291,850
ACRL Conference	\$2,815,296	\$36,635	\$2,549,663	(\$39,552)	\$2,067,620	(\$24,000)
Preconferences & RBMS Conference	\$238,601	\$265,297	\$223,245	\$7,160	\$185,971	\$240,071
Annual Conference & MM Programs	\$46,800	\$40,350	\$44,000	\$500	\$46,000	\$44,000

# FY22 Budget & Finance Projects:

1. Develop budget assumptions for ACRL FY23 budget preparation
2. Monitor CHOICE Financial Outlook
3. Continued evaluation of Dashboard Metrics
4. Dues rate review & recommendation FY23
5. Friends' disbursement & fundraising activities
6. Advise Board on LTI transfers
7. Conduct orientation for new Board members and new B&F members
8. Monitor effects of discounted \$5 student dues on membership
9. Continued evaluation of infographic showing members how ACRL revenues are used to support programs/services
10. Monitor the level of the net asset balance to make recommendations to the Board of Directors.
11. Stay abreast of ALA Finances and Organizational Effectiveness
12. Consider how ACRL can financially support its Core Commitment to EDI.





**And now for your  
questions . . .**

**Note: previous year report/work plan included for reference. Current B&F Committee will review goals during the orientation on November 10, 2021.**

### Division-level Committee Year-end Report and Work Plan Template

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 31, 2020**, the outgoing chair should post the combined template with only the 2019–2020 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, staff liaison should all review and approve the work plan. By **August 15, 2020**, the incoming chair should post the combined template with the 2019–2020 report and 2020–2021 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2020 through June 2021.

Committee Name & Charge	
<b>Committee Name:</b>	Budget and Finance Committee
<b>Charge/Tasks:</b>	<p>Committee name and charge can be found on the Directory of Leadership: <a href="http://www.ala.org/acrl/aboutacrl/directoryofleadership/committees">http://www.ala.org/acrl/aboutacrl/directoryofleadership/committees</a></p> <p>Charge/Tasks:</p> <ul style="list-style-type: none"> <li>• To submit annually a recommended budget for the ACRL division (including division publications, the CHOICE budget, the allocation of Long-Term Investment fund income) to the ACRL Board of Directors for action.</li> <li>• To advise the ACRL Board of Directors on its allocation of Friends of ACRL contributions to strategic projects and programs, as well as to consult with the ACRL Board of Directors on fundraising goals and objectives.</li> <li>• To counsel the ACRL Board of Directors on questions regarding all fiscal matters of the division or its publications, including dues levels and fundraising, especially as they relate to alignment with the strategic plan and the Core Commitment to equity, diversity and inclusion.</li> </ul>

2019–2020 Leadership (terms: July 1, 2019–June 30, 2021)	
<b>Chair:</b>	Carolyn Henderson Allen
<b>Vice-Chair:</b>	
<b>Board liaison:</b>	Karen Munro/Jon Cawthorne
<b>Staff liaison:</b>	Allison Payne
<b>Other leaders:</b>	

2020–2021 Leadership (terms: July 1, 2020–June 30, 2021)	
<b>Chair:</b>	Carolyn Henderson Allen
<b>Vice-Chair:</b>	
<b>Board liaison:</b>	Jon Cawthorne
<b>Staff liaison:</b>	Allison Payne
<b>Other leaders:</b>	

Report & Work Plan Submission			
Year-end report written by:	Carolyn Henderson Allen	Date:	August 2020
Work plan submitted by:	Carolyn Henderson Allen	Date:	July 2020

## 2019–2020 Year-end Report

This report will be included in the committee's official record of activities maintained by the ACRL staff. Brief bulleted lists are suggested for the responses.

### 1. What were the major projects/activities accomplished by your committee in the 2019–2020 membership year (July 1, 2019 to June 30, 2020)?

VA brief list is suggested here; reference 2019–2020 work plan projects:

ACRL Strategic Planning and Orientation Session, October 2020

Discussed budget assumptions and recommended to hold steady the budget for FY 2019-20 based on ALA Finances

FY2021 Budget to ACRL Board of Directors, ALA Annual 2020 which included an additional \$30,000 for work related to EDI initiatives

Recommended to Board of Directors to hold steady personal dues based on the effects of COVID19; no increase to student dues

Monitored and discussed the financial outlook for CHOICE

Discussed SCOE recommendations and opportunities/challenges for change

Budget and Finance Committee recommended to the Board that a committee be established to highlight the associations work related to social justice and DEI efforts

### 2. What were the relevant results for your projects?

A brief list is suggested that includes assessment as appropriate (correspond to list above). Be as specific as possible. For example: 300 proposals/applications reviewed, 32 selected; Developed and conducted three podcasts (list podcast titles, speakers, etc.) Reviewed ten standards and guidelines (list titles)

Board of Directors budget approval

On the fund development side of the budget, added language to include EDI

Dashboard Metrics approved and will be continued and updated by staff

VAL reviewed and approved 19 research recipients for funding

Over 3015 users for Project Outcome/43,305 responses to survey

7 recipients for ScholComm research grants@ \$5,000 each

Many of the face to face opportunities were cancelled due to COVID19/staff were agile and created programs online as needed

**3. Which if any 2019–2020 projects will continue next year?**

The majority of the projects are on-going and will be continued  
Work with the Executive Director to ensure a healthy budget  
Keep the Board of Directors informed of all major changes if any to approved budget  
Hold regular meetings with the committee to ensure continued understanding of budget activity and program changes  
Monitor the LTI for sustainability and work with ALA to endure a balanced budget without substantially harming the ACRL programs  
Continue to monitor outcomes of CHOICE programs and budget impact

**4. What worked well?**

The ED and staff are efficient, supportive, and excellent managers  
Meetings with Board is helpful and the committee members are supportive  
Web based programming, on-line meetings and in-person meetings are handled well with proper access to technology as appropriate  
Useful updates related to activities and budget changes

**5. What could have worked better?**

Not having a pandemic and ALA budget constraints

**6. How has the work/activities of your committee demonstrated commitment to equity, diversity, and inclusion, within or beyond ACRL?**

The budget supports all the associations' work related to EDI. It is imperative that we manage our resources well to enable success of EDI programs and initiatives today and into the future.

The addition of Social Justice support is vital to the EDI efforts

**7. Was there information you could have been provided before starting this project that would have made your work easier?**

None

**8. What made this work most rewarding (observations/comments/accolades)?**

Excellent staff support as stated above. Kudos to all who work at ACRL for their leadership and thoughtful collaboration with the membership, and especially the budget committee.

The support of the Board of Directors has been vital and is appreciated.

**9. Any other comments, recommendations, or suggestions?**



## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #1	
<b>Activity Name:</b>	Budget Review
<b>Brief Description:</b>	Review ACRL and Choice budget annually.

Activity #1 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date:	

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
<input checked="" type="checkbox"/>	Value of Academic Libraries
<input checked="" type="checkbox"/>	Student Learning
<input checked="" type="checkbox"/>	Research and Scholarly Environment
<input checked="" type="checkbox"/>	New Roles and Changing Landscapes
<input checked="" type="checkbox"/>	Core Commitment to Equity, Diversity & Inclusion
<input checked="" type="checkbox"/>	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
<p>The budget has impact on all the programs and services of the association. Without sound fiscal management, the Plan for Excellence would be marginalized or non-existent.</p> <p>All of the component programs are vital to the membership and funding aids in the work they do benefitting all academic libraries across the U. S. and Canada.</p>	

Activity #1 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Budget assumptions reviewed and discussed by Budget and Finance Committee	Mid to late October 2020	B & F Committee, Executive Director, Staff Liaison	Staff Support
Draft of FY 2022 budget reviewed at ALA Midwinter Meeting	February 2021	B & F Committee, Executive Director, Staff Liaison	Staff Support
Final review of draft budget and vote by the Committee to recommend a proposed budget to the ACRL Board of Directors	June 2021	B & F Committee, Executive Director, Staff Liaison	Staff Support

Activity #1 Assessment
How will success be measured?
Approval of proposed budget by the Board of Directors

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #2	
<b>Activity Name:</b>	Monitor CHOICE's financial outlook and new product development
<b>Brief Description:</b>	Monitor performance through subscriptions to core publications, ProQuest services, CC Advisor and Advertising/Sponsored Content

Activity #2 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date: <input type="text"/>	

<u>ACRL Plan for Excellence</u>	
<b>Check the best goal and objective.</b>	
<input type="checkbox"/> Value of Academic Libraries	
<input type="checkbox"/> Student Learning	
<input type="checkbox"/> Research and Scholarly Environment	
<input type="checkbox"/> New Roles and Changing Landscapes	
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion	
<input checked="" type="checkbox"/>	<b>Enabling Programs and Services (education, advocacy, publications, or member engagement)</b>
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Success will be determined by performance and a balanced budget	

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Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Review and discuss Choice financial data at ALA Midwinter and Annual	February 2021	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff Support
Discuss new products and potential revenue streams for Choice at ALA Midwinter and Annual	February 2021 and June 2021	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff Support

Activity #2 Assessment
How will success be measured?
<p>Reports, budget reviews, discussions and recommendations will be made to the Board of Directors; new programs/ products are included</p>

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #3	
Activity Name:	Continued evaluation of the dashboard tool relative to program outcomes
Brief Description:	Budget and membership

Activity #3 Timeline	
How long will it take to do this project?	
continuous project assigned in charge short-term project that will be completed this membership year multi-year project continuing past June 30, 2021. Expected completion date:	

ACRL Plan for Excellence	
Check the best goal and objective.	
	Value of Academic Libraries
	Student Learning
	Research and Scholarly Environment
	New Roles and Changing Landscapes
	Core Commitment to Equity, Diversity & Inclusion
X	Enabling Programs and Services (education, advocacy, publications, or member engagement)
Provide a brief sentence connecting your project to the goal area and objective you selected:	

Budget and membership

### Activity #3 Outline

Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Continue to monitor the current dashboard model	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff Support

### Activity #3 Assessment

How will success be measured?

On-going assessment of outcomes relative to the programs being measured

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #4	
<b>Activity Name:</b>	Review and recommend dues rates for FY 2022 to the ACRL Board of Directors
<b>Brief Description:</b>	Ensure the health of the association through continuous and increased membership in all categories

Activity #4 Timeline	
<b>How long will it take to do this project?</b>	
	continuous project assigned in charge
X	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <input type="text"/>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
	Value of Academic Libraries
	Student Learning
	Research and Scholarly Environment
	New Roles and Changing Landscapes
	Core Commitment to Equity, Diversity & Inclusion
X	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Budget	

## ACRL B&F Orientation 2021 Doc 2.0

Activity #4 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Monitor HEPI data (Higher Education Price Index)	Throughout the year	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Discuss HEPI and dues amounts at ALA Midwinter	February 2021	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review HEPI data and possible dues amounts and develop recommendation for personal member dues for FY 2020 to the ACRL Board of Directors.	June 2021	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review organizational dues and develop recommendation to Board of Directors	June 2021	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review organizational dues and develop recommendation to Board of Directors	June 2021	ACRL Staff reports HEPI to the B & F Committee	Staff Support

Activity #4 Assessment
How will success be measured?
Board of Directors approval of the FY2022 dues recommendations



## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #5	
<b>Activity Name:</b>	Friends' disbursements and fundraising activities
<b>Brief Description:</b>	Budget

Activity #5 Timeline	
<b>How long will it take to do this project?</b>	
X	continuous project assigned in charge
	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
	Value of Academic Libraries
	Student Learning
	Research and Scholarly Environment
	New Roles and Changing Landscapes
	Core Commitment to Equity, Diversity & Inclusion
X	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	

Activity #5 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Advise the Board on Friends Funds and fundraising activities	Throughout the year	Executive Director, B & F Committee	Staff Support
Advise the Board on the outcome of the ACRL 2021 Conference Scholarship Campaign	As information becomes available	Executive Director, B & F Committee	Staff Support

Activity #5 Assessment
How will success be measured?
The level of giving and number of scholarships awarded

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #6	
<b>Activity Name:</b>	Advise Board of Directors on potential transfers to the Long-Term Investment Fund.
<b>Brief Description:</b>	This represents the effort to ensure long term financial strength so that ACRL can continue to provide a wide range of services to members.

Activity #6 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date:	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

<u>ACRL Plan for Excellence</u>	
<b>Check the best goal and objective.</b>	
Value of Academic Libraries	
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
Core Commitment to Equity, Diversity & Inclusion	
<input checked="" type="checkbox"/> Enabling Programs and Services (education, advocacy, publications, or member engagement)	
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Budget	

Activity #6 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Advise the Board of Directors concerning potential transfers from the net asset balance to the Long-Term Investment Fund	June 2021	B & F Committee, Executive Director	Staff Support

Activity #6 Assessment
How will success be measured?
Approval of recommendation by the Board of Directors

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #7	
<b>Activity Name:</b>	Plan and conduct orientations to Budget and Finance Committee for new committee members and new ACRL Board of Directors members.
<b>Brief Description:</b>	To enable a better understanding of how the budget is designed and managed

Activity #7 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date: <input type="text"/>	

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
<input type="checkbox"/> Value of Academic Libraries	
<input type="checkbox"/> Student Learning	
<input type="checkbox"/> Research and Scholarly Environment	
<input type="checkbox"/> New Roles and Changing Landscapes	
<input type="checkbox"/> Core Commitment to Equity, Diversity & Inclusion	
<input checked="" type="checkbox"/>	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Budget	

## Activity #7 Outline

Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Survey Committee members for availability	August/September, 2020	ACRL Staff	Staff Support
Plan activities for committee members' orientation	August/September, 2020	B & F Chair, Staff Liaison, Executive Director	Staff Support
Hold B & F committee members' orientation	Late September	B & F Chair, Staff Liaison, Executive Director	Staff Support
Plan orientation for new Board of Directors members	September 2020	B & F Chair, Staff Liaison, Executive Director	Staff Support
Hold orientation for new Board of Directors members/ SPOS	September 2020	B & F Chair, Staff Liaison, Executive Director	Staff Support

## Activity #7 Assessment

How will success be measured?

Feedback from Survey of participants

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #8	
<b>Activity Name:</b>	Monitor the student membership relative to dues
<b>Brief Description:</b>	Budget

Activity #8 Timeline	
<b>How long will it take to do this project?</b>	
X	continuous project assigned in charge
	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
	Value of Academic Libraries
	Student Learning
	Research and Scholarly Environment
	New Roles and Changing Landscapes
	Core Commitment to Equity, Diversity & Inclusion
X	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Retention and new members	

Activity #8 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Monitoring the number of student members and whether membership is changing in response to discounted student fees.	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff support

Activity #8 Assessment
How will success be measured?
Sustained membership and member increases



## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #9	
<b>Activity Name:</b>	Info-graphic showing how ACRL uses it funds.
<b>Brief Description:</b>	Member engagement; programs and services

Activity #9 Timeline	
<b>How long will it take to do this project?</b>	
continuous project assigned in charge	
X short-term project that will be completed this membership year	
multi-year project continuing past June 30, 2021. Expected completion date:	

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
Value of Academic Libraries	
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
Core Commitment to Equity, Diversity & Inclusion	
X Enabling Programs and Services (education, advocacy, publications, or member engagement)	
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Review results of membership activity reported by staff	

**Activity #9 Outline****Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.**

<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
monitor info-graphic data	Review at Mid-winter meeting	B&F Committee, ACRL staff	Staff Support

**Activity #9 Assessment****How will success be measured?**

Review outcomes relative to membership in all categories and programs

## 2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #10	
<b>Activity Name:</b>	Monitor the level of the net asset balance to make recommendations to the Board of Directors.
<b>Brief Description:</b>	Budget

Activity #10 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>	

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
Value of Academic Libraries	
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
Core Commitment to Equity, Diversity & Inclusion	
<input checked="" type="checkbox"/>	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Ensure continued programming and a healthy association	

## Activity #10 Outline

Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Ensure the level of the net asset balance is sufficient enable successful programming and making recommendations to the Board of Directors.	ALA Midwinter 2022	B&F Committee and Executive Director	Staff Support

## Activity #10 Assessment

How will success be measured?

Monitor balances and ensure fiscal programming is managed within budget constraints

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #11	
<b>Activity Name:</b>	ALA Finances and Organizational Effectiveness
<b>Brief Description:</b>	Stay abreast of ALA finances, and implications for ACRL. Monitor ALA finances and SCOE recommendations and give input in conjunction with the ACRL Board. If there are recommendations that impact the ACRL budget, work with ACRL staff to update per approved guidelines.

Activity #11 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date: <input type="text"/>	

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
Value of Academic Libraries	
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
Core Commitment to Equity, Diversity & Inclusion	
<input checked="" type="checkbox"/>	Enabling Programs and Services (education, advocacy, publications, or member engagement)
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Budget	

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<b>Activity #11 Outline</b>			
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>			
<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Review Forward Together interim report	ALA MW22	B&F Committee and Executive Director	Staff Support
Meet with BARC liaison	ALA MW21	B&F Committee and Executive Director	Staff Support
Review Forward Together final report	ALA June 2021	B&F Committee and Executive Director	Staff Support
Meet with BARC liaison	ALA June 2021	B&F Committee and Executive Director	Staff Support

<b>Activity #11 Assessment</b>
<b>How will success be measured?</b>
ALA financial and SCOE reports are distributed to and reviewed by B&F committee. If there are implications for the ACRL and Choice budgets, committee will discuss and make recommendations.

## 2019–20 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2019–20 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #12	
<b>Activity Name:</b>	Core Commitment to Equity, Diversity and Inclusion
<b>Brief Description:</b>	Consider how ACRL can financially support its Core Commitment to EDI. Strategically review ACRL's annual budget with consideration to impact of EDI initiatives and programming. Consider adding a Social Justice Component to the EDI Core Commitment strategies

Activity #12 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date: <input type="text"/>	

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
Value of Academic Libraries	
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
<input checked="" type="checkbox"/>	Core Commitment to Equity, Diversity & Inclusion
Enabling Programs and Services (education, advocacy, publications, or member engagement)	
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
Budget	

**ACRL B&F Orientation 2021 Doc 2.0**

<b>Activity #12 Timeline</b>			
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>			
<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Review ACRL budget with EDI lens	ALA MW22	B&F Committee and Executive Director	Staff Support
Review ACRL budget with EDI lens,	ALA June 2022	B&F Committee and Executive Director	Staff Support

<b>Activity #12 Assessment</b>
<b>How will success be measured?</b>
The committee will monitor the ACRL budget and make recommendations while considering ACRL's Core Commitment to EDI.



REPORT OF THE ACRL JOINT SUBCOMMITTEE ON THE  
DEFINITION OF MEMBERSHIP SERVICES

Prepared for the ACRL Board of Directors

January 27, 1992

Submitted by the Joint Subcommittee, which had members from  
the ACRL Budget and Finance Committee and the ACRL Membership Committee

Vivian Chou  
Andrea C. Hoffman  
Neil J. McElroy  
Charles Martell  
Keith W. Russell, Chair

Endorsed by the Parent Committees, January 25 and 27, 1992

## INTRODUCTION

In October 1990 the ACRL Special Committee on Implementing a Revised Operating Agreement (chaired by Elizabeth Salzer) issued its final report. That report reviewed the revised ALA Operating Agreement (actual title: Policies of the American Library Association in relation to its membership divisions) and its potential financial impact on ACRL, and recommended several actions related to the transition to a new operating environment.

Upon review of the Special Committee's final report, the ACRL Board of Directors asked a joint subcommittee of the ACRL Budget and Finance Committee and the ACRL Membership Committee to do further analysis related to some of the recommendations. The Special Committee, in particular, had expressed concern "...that, approximately two years after the recent dues increase, three-year projections show a widening gap between dues revenue and the cost of membership services." A significant part of that gap arises from the Operating Agreement. As the report says, "...in FY 1991, ACRL (including Choice) will pay ALA about \$200,000 more in direct charges stemming from the Operating Agreement than the Division paid in 1989." And as the Operating Agreement is fully implemented over the next few years, those charges will increase significantly.

To help the Division firm up actions that would reassert financial stability, the Joint Subcommittee was asked to "examine current membership patterns, present and projected activities, and the cost of these activities to ACRL members," and to:

"identify membership activities to be covered by dues and ensure that membership dues cover the cost of these activities;

identify activities for membership that will be provided from non-dues sources and on what basis;

identify activities for membership that will be partially subsidized from dues."

This request is consistent with goals, strategies and planning assumptions of the Association (e.g., Financial Plan, goal 1, page 24; Operating Plan and Budget).

The Joint Subcommittee was appointed at Midwinter 1991. Its members from the ACRL Membership Committee are Vivian Chou, Head of Monographic Cataloging, Paley Library, Temple University, and Andrea C. Hoffman, Library Director, Wheelock College. Members from the Budget and Finance Committee are Neil J. McElroy, Director of Libraries, Lafayette College; Charles Martell, University Librarian, California State University, Sacramento; and Keith W. Russell, Associate Director for Public Services, National Agricultural Library, chair.

At Midwinter, the Joint Subcommittee held two brief meetings. In subsequent months, members gathered and reviewed background reports budgets from ACRL, ALA and other membership associations in library and information science. (The most relevant documents are listed at the end of this report.) Additional meetings and conference calls were held over the past 10 months.



## SUMMARY OF FINDINGS AND DISCUSSIONS

The primary purpose of this Joint Subcommittee is to recommend a statement for ACRL concerning membership benefits and the funding of those benefits. This statement will serve as a foundation for efforts to clarify ACRL's obligation to members, financial aspects of that obligation, and sources of funding for membership activities.

Several existing statements relate to the charge to this Joint Subcommittee:

1. Strategic Plan financial recommendations. The ACRL Strategic Plan (1986, page 55) recommended changes to ACRL's financial policies in order to fully adopt the Plan. Four recommendations were made about the use of ACRL funds to support activities; not all of these have been fully implemented by the Division. That page from the Plan is presented as Table 1.
2. ACRL activities. The Joint Subcommittee assembled a list of ACRL activities (Table 2) from the Strategic Plan and other documents. Activities that were not considered tangible were omitted from the list for the purposes of our charge; for example, "networking and contacts" is often listed as a benefit of ACRL membership, but it is difficult to assign budget numbers to this activity.
3. Value of membership activities. Several surveys, including some described in the Strategic Plan, provide information on the most-valued and least-valued of ACRL activities, as well as information on why former members did not renew their memberships.
4. Membership perquisites. Table 3 lists current tangible benefits of ACRL membership (received for a \$35.00 annual membership fee).
5. Operating Agreement statements. The following statements from the Operating Agreement pertain to the work of the Joint Subcommittee:
  - A. Definition of ALA Basic Services: "Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services; offices: research, outreach services, government relations, intellectual freedom, accreditation; Headquarters Library." (Page 5)

TABLE 1

Strategic Plan recommendations related to funding of various ACRL activities

(This is page 55 from the ACRL Strategic Plan)

(Note: The use of the term "reserve funds" in item 1 reflects usage in 1986. That term has a different connotation today.)

C. Recommended changes to ACRL's Financial Policies Implicit in the Plan

It is important to note that the Plan implies certain financial policy changes, and that the Plan can only be adopted in full if these changes are made. The Task Force therefore calls these to the attention of the ACRL Board:

1. Reserve funds are used:

- ° to increase support to sections
  - \* where targeted
  - \* through a special programming fund
  - \* through pre-Conferences
- ° to increase support to chapters
  - \* through the special programming fund
- ° to make continuing education more accessible
- ° to publish certain items
- ° to distribute standards free of charge
- ° to recruit members of underrepresented groups (scholarships)
- ° to develop incentive programs to encourage librarians to do research

2. Grant funds are used to:

- ° help support desired programs
- ° carry out special projects

3. Dues revenue supports services for all members, including:

- ° recruitment and retention activities
- ° committees
- ° sections
- ° chapters
- ° discussion groups
- ° advisory services
- ° research and statistics projects
- ° Jobline
- ° some programs at Annual Conference

(continued)

## TABLE 1

(continued)

## 4. These are self-supporting:

- ° serial publications
- ° non-serial publications, with special exceptions
- ° continuing education, with special exceptions
- ° National Conferences
- ° Pre-Conferences, with special exceptions



TABLE 2

## List of ACRL Activities

## Publications

College and Research Libraries  
College and Research Libraries News  
Rare Books and Manuscripts Librarianship  
Choice  
Chapter Topics  
 Newsletters of sections  
 Non-serial publications

National conferences (every three years)

Continuing education courses

Pre-conferences, post-conferences

Board and executive committee

Advisory services

Projects (often grant funded)

Research

Chapters

Sections

Committees

Discussion groups

Statistics

Standards distribution

Membership services (direct provision of membership-related information, support, etc.)

Jobline

Programs at ALA annual conferences, and at midwinter conferences (to the extent allowed by ALA policy)

Awards

TABLE 3

## List of current ACRL membership benefits

College and Research Libraries

College and Research Libraries News

Membership in one type-of-library section (and any newsletter involved)

Membership in two type-of-activity sections (and any newsletter(s) involved)

Ability to join additional sections for \$2.00 each

Discounts on ACRL publications

Member rates on national conferences, pre- and post-conferences, and continuing education courses

Chapter activities (for members from geographic areas covered by chapters)

B. Definition of Division Basic Services: "Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as perquisites of membership, information/advisory services, support for governance/member groups, public relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services." (Page 5-6)

C. "Division have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA Bylaws, Article I, Section 2; Article VI, Section 6)." (Page 6)

6. ACRL statement. The following ACRL statement, adopted by the ACRL Board in January 1990, pertains: "Basic services are those made available to all division members at no additional charge beyond their division dues. Some basic membership services may be supported with non-dues revenue."

7. MLA's approach. The Joint Subcommittee was particularly influenced by a draft "Financial Planning Model" being developed by the Medical Library Association in response to questions similar to those of ACRL. An adaptation of recommendations in that model gave the Joint Subcommittee certain insights into the way ACRL handles dues, other revenues, and expenses. If ACRL applied a modified version of this approach, activities would fall into four categories:

A. Membership activities that are fully covered by dues revenues.

B. Membership activities that are partially covered by dues revenues, and partially covered by revenues from other sources (e.g., cost recovery, fee-for-service, or subsidy from other ACRL funds, or a combination of such funds).

C. Membership activities that are not funded by dues in any way. These activities are fully supported by cost recovery, fee-for-service, or subsidy from other ACRL funds, or a combination of such funds.

D. Entrepreneurial membership activities. These are not funded by dues in any way, and net revenues are generated for use by ACRL. Sources of revenues include cost recovery, fee-for-service, subsidy from other ACRL funds (if needed, perhaps as seed money), or a combination of such funds.



## RECOMMENDATIONS

In response to its charge, the Joint Subcommittee recommends that the ACRL Board of Directors implement the following three recommendations:

1. Policy statement on membership services. ACRL should adopt the following policy statement concerning membership services. This statement pulls together various policies that currently are dispersed among various documents.

## ACRL Statement on Basic Membership Services

"ACRL basic membership services are those services which meet the actual and anticipated needs of most, if not all, members. Such services are made available to all division members at no additional charge beyond their ACRL dues. The primary support for basic services comes from dues, although some basic membership services may be supported with non-dues revenue, as determined by the ACRL Board of Directors. Revenues from dues will fully cover the expenditures for basic services. The ACRL Board defines which membership services are considered basic. The list of basic services is reviewed periodically by ACRL staff and the ACRL Board to ensure that those services continue to be relevant to, appropriate for, and consistent with membership needs and the goals, objectives, and priorities of ACRL. The ACRL Budget and Finance Committee annually reviews the Association dues, including their adequacy for providing basic and other services. The Committee also recommends to the ACRL Board whether or not dues need to be increased."

2. Funding for basic and other services. The main part of the charge to this Joint Subcommittee involves categorizing membership activities into three categories: membership activities to be covered fully by dues; membership activities that will be provided from non-dues sources; and membership activities that will be partially subsidized from dues. The Joint Subcommittee recommends that ACRL adopt a model that uses four categories, based on the Medical Library Association model mentioned above. Definition of the four categories appears on the previous page, and Table 4 summarizes the categories into which various membership services would fall using this model. This table reflects current ACRL practice, rather than recommended changes.

The Joint Subcommittee recommends that this table be adopted as a guide for the funding of various services, and that it become an integral part of fiscal policy for ACRL. It establishes the basic services of ACRL, and provides a ready starting point for discussions related to (a) consideration of future dues increases (or service cuts) and (b) the setting of financial goals and objectives related to categories of services (and even specific services).

3. Administrative matters. The Joint Subcommittee recommends that ACRL staff work with the ACRL Budget and Finance Committee to review and modify ACRL budget sheet categories (and perhaps other financial reporting mechanisms) so that it is easier (a) to track the revenues and expenditures of basic services and other services, and (b) to monitor progress toward financial goals and objectives. Other modifications may be necessary or desirable because of the adoption of the above recommendations.

TABLE 4

Placement of ACRL Membership Services in Proposed Budgetary Categories  
(see text for further definitions of categories)

I	II	III	IV
FULLY COVERED BY DUES	PARTIALLY COVERED BY DUES	NO DUES; FULL COST RECOVERY	NOT FUNDED BY DUES; NET REVENUE EXPECTED
Chapter topics	C&RL (if necessary)	RBML	National confs.
Sect. newsltrs.	C&RL News (if necessary)	CE courses	Choice
Board & ex.comm.	Awards (admin. costs)	Pre/post conferences	
Advisory (to members)*	Statistics pubs.	Projects	
Chapters (basic support)		Some acts. of Sections & Chapters	
Sections (basic support)		Research	
Committees		Some non-serial publications	
Disc. groups (staff supp)		Special grant funds	
Statistics *, **			
Standards *			
Membership services			
Jobline *			

\* Indicates a membership service that can also be used by non-members.

\*\* Indicates an activity funded fully by dues, but from which some excess revenues come in that are not credited to dues revenues.

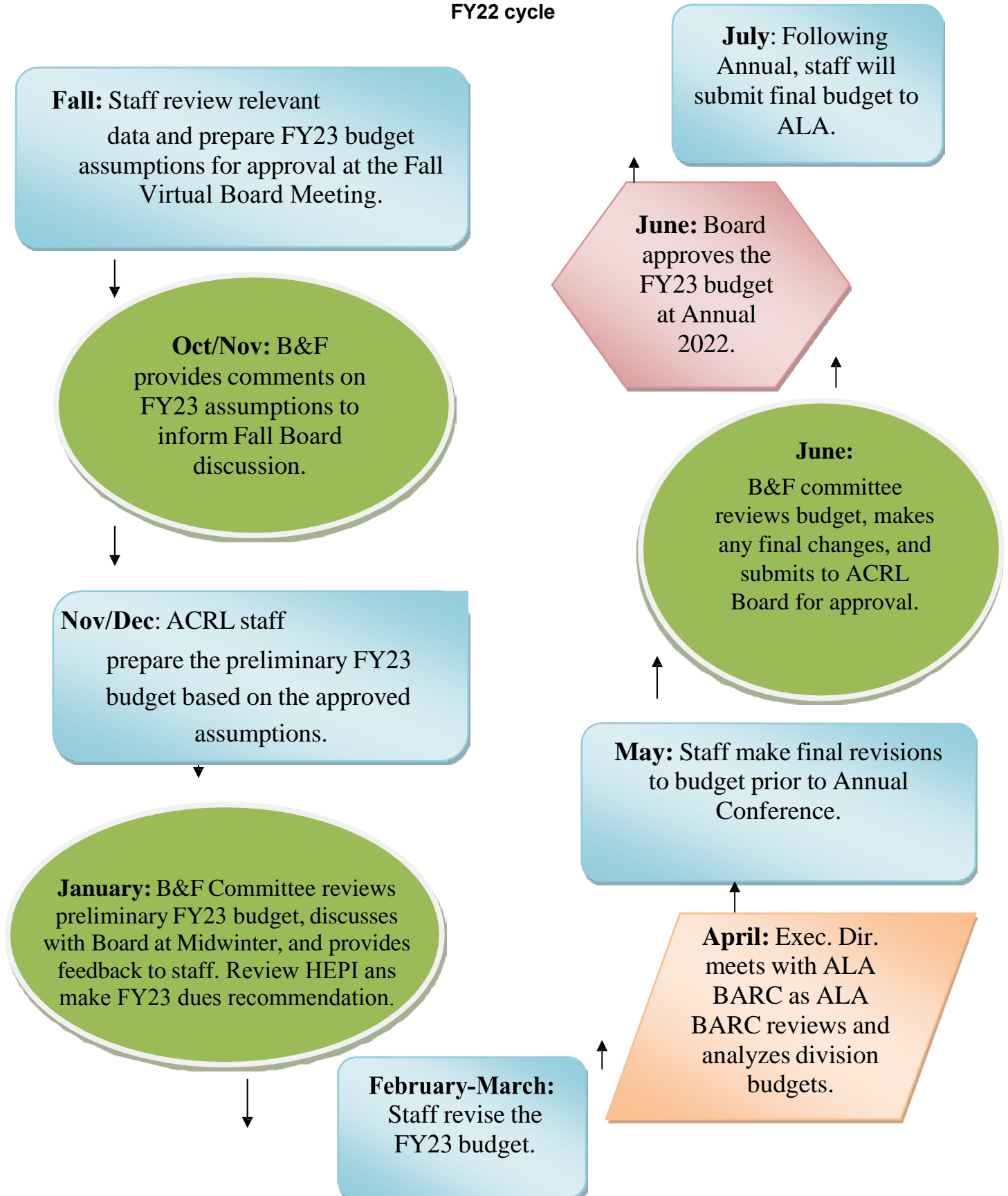


## LIST OF SOURCES MOST USEFUL TO THE JOINT SUBCOMMITTEE

- American Library Association. ALA business plan, FY 1992 - FY 1994. Draft dated December 1990; revised October 1991.
- American Library Association. "Bylaws." Pages 130-135 in ALA handbook of organization, 1991/1992. Chicago: ALA. 1991.
- American Library Association. Policies of the American Library Association in relation to its membership divisions. (Referred to as the Operating Agreement.) Approved by ALA Council June 28, 1989.
- Association of College and Research Libraries. Annual report, 1989-90. Academic librarians: Partners in higher education. Chicago: ACRL.
- Association of College and Research Libraries. "Annual report, 1990-91. Empowering people: Information literacy." College & Research Libraries News, 52(10):657-676. November 1991.
- Association of College and Research Libraries. Financial Development Task Force. Report to the Board. June 25, 1990.
- Association of College and Research Libraries. Financial plan, 1990-93.
- Association of College and Research Libraries. Financial plan, 1992.
- Association of College and Research Libraries. Fiscal policy manual. June 1991.
- Association of College and Research Libraries. Guide to policies and procedures. September 1991.
- Association of College and Research Libraries. Membership survey. Conducted by Research USA, Inc., for ACRL. November 1989.
- Association of College and Research Libraries. Operating plan and budget, 1991.
- Association of College and Research Libraries. Operating plan and budget, 1992.
- Association of College and Research Libraries. Special Committee on Implementing a Revised Operating Agreement. Final report. October 1990.
- Association of College and Research Libraries. Strategic planning for ACRL. Approved by the ACRL Board July 1, 1986.
- Association of College and Research Libraries. Survey of former members. Conducted by Research USA, Inc., for ACRL. March 1991.
- Medical Library Association. Financial planning model. (Draft, March 14, 1990).

## ACRL BUDGET AND PLANNING PROCESS

Overview for  
FY22 cycle



	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Actual	Actual	Budget	Budget
3	<b>Beginning Reserves</b>						
4	Reserve Sept. 1: ACRL Operating	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,581,241	\$2,257,528
5	Reserve Sept. 1: ACRL LTIs	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$5,388,667
6	Reserve Sept. 1: CHOICE Operating	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,980	\$2,631,994	\$2,638,536
7	Reserve Sept. 1: CHOICE LTI	\$849,196	\$880,574	\$572,349	\$538,536	\$557,493	\$557,493
8	<b>Total</b>	<b>\$11,454,522</b>	<b>\$12,281,840</b>	<b>\$11,885,689</b>	<b>\$11,376,356</b>	<b>\$11,294,394</b>	<b>\$10,842,223</b>
9							
10	<b>Revenues</b>						
11							
12	<b>Membership</b>						
13	Dues	\$638,573	\$609,906	\$598,848	\$559,529	\$354,335	\$539,937
14	Standards, Licensing Fees	\$1,802	\$2,704	\$38,714	\$204	\$850	\$250
15	Advisory	\$82,350	\$27,050	\$33,490	\$73,975	\$42,500	\$52,000
16	Awards	\$16,300	\$17,450	\$20,750	\$13,036	\$19,600	\$0
17	Special Events	\$21,729	\$31,282	\$34,887	\$12,300	\$15,125	\$15,125
18	Diversity Alliance	\$17,450	\$25,500	\$29,930	\$14,000	\$27,090	\$17,500
19	Project Outcome	\$0	\$0	\$37,250	\$1,500	\$2,500	\$6,525
20	<b>Subtotal</b>	<b>\$778,204</b>	<b>\$713,892</b>	<b>\$793,870</b>	<b>\$674,544</b>	<b>\$462,000</b>	<b>\$631,337</b>
21							
22	<b>Publications</b>						
23	CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,485,767	\$2,382,519	\$2,246,444
24	C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$15,700	\$19,325
25	C&RL News	\$648,554	\$569,964	\$613,958	\$464,730	\$400,932	\$460,437
26	RBM	\$34,661	\$22,871	\$29,870	\$27,365	\$26,907	\$23,756
27	Nonperiodical Publications	\$288,126	\$388,475	\$338,897	\$275,831	\$262,290	\$266,120
28	Library Statistics	\$129,540	\$116,797	\$123,554	\$86,561	\$120,397	\$193,036
29	<b>Subtotal</b>	<b>\$4,062,517</b>	<b>\$3,926,148</b>	<b>\$3,643,197</b>	<b>\$3,359,235</b>	<b>\$3,208,745</b>	<b>\$3,205,516</b>
30							
31	<b>Education</b>						
32	Institutes & Liscensed Workshops	\$277,048	\$421,728	\$308,921	\$39,305	\$295,780	\$291,850
33	ACRL Conference	\$2,815,296	\$36,635	\$2,549,663	(\$39,552)	\$2,067,620	(\$24,000)
34	Preconferences & RBMS Conference	\$238,601	\$265,297	\$223,245	\$7,160	\$185,971	\$240,071
35	Annual Conference & MW Programs	\$16,300	\$19,350	\$14,000	\$500	\$16,000	\$14,000
36	Web-CE	\$118,027	\$121,416	\$103,698	\$84,217	\$76,178	\$95,623
37	<b>Subtotal</b>	<b>\$3,465,272</b>	<b>\$864,426</b>	<b>\$3,199,528</b>	<b>\$91,630</b>	<b>\$2,641,549</b>	<b>\$617,544</b>
38							
39	<b>Special Programs</b>						
40	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$0	\$8,206	\$30,640	TBD
41	Friends of ACRL-Operating	\$2,500	\$0	\$0	(\$173)	\$0	\$0
42							
43	Post-approval Budget Change: Classified Ads	N/A	N/A	N/A	N/A	(\$40,000)	N/A
44							
45	<b>Total Revenues</b>						
46	<b>Total Revenues ACRL</b>	<b>\$5,367,999</b>	<b>\$2,691,183</b>	<b>\$5,115,731</b>	<b>\$1,639,469</b>	<b>\$3,889,775</b>	<b>\$2,211,555</b>
47	<b>Total Revenues CHOICE</b>	<b>\$2,940,494</b>	<b>\$2,813,283</b>	<b>\$2,520,863</b>	<b>\$2,485,767</b>	<b>\$2,382,519</b>	<b>\$2,242,842</b>
48	<b>Total Revenues ACRL &amp; Choice</b>	<b>\$8,305,994</b>	<b>\$5,504,466</b>	<b>\$7,636,595</b>	<b>\$4,125,409</b>	<b>\$6,312,294</b>	<b>\$4,454,397</b>
49							



	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Actual	Actual	Budget	Budget
50	<b>Expenses</b>						
51							
52	<b>Membership</b>						
53	Membership Services*	\$157,152	\$200,336	\$49,671	(\$30,473)	\$28,130	(\$14,040)
54	Exec. Cttee. & Board	\$190,578	\$212,181	\$232,282	\$190,825	\$144,926	\$176,922
55	Advisory	\$111,170	\$100,632	\$60,706	\$96,548	\$52,844	\$60,958
56	Standards Distribution	\$10,190	\$15,293	\$8,592	\$1,053	\$3,753	\$10,593
57	Awards	\$38,163	\$47,571	\$48,676	\$41,038	\$48,160	\$32,446
58	Chapters	\$10,417	\$27,541	\$18,636	\$17,287	\$18,897	\$22,272
59	Committees	\$109,318	\$153,752	\$134,130	\$137,392	\$120,872	\$135,661
60	Sections	\$94,308	\$128,865	\$117,292	\$130,178	\$110,169	\$144,470
61	C&RL Over Revenue	\$44,455	\$38,594	\$32,209	\$35,603	\$35,531	\$31,353
62	C&RL News Over Revenue	\$0	\$0	\$0	\$47,606	\$105,155	(\$21,768)
63	Liaisons to Higher Ed. Organizations	\$51,730	\$43,951	\$41,205	\$25,803	\$28,838	\$33,461
64	Special Events	\$32,306	\$36,513	\$40,849	\$12,107	\$20,955	\$22,186
65	Information Literacy	\$51,071	\$37,333	\$44,503	\$10,493	\$8,076	\$46,856
66	Scholarly Communications	\$71,476	\$119,856	\$155,076	\$87,024	\$77,871	\$85,217
67	Value of Academic Libraries	\$110,646	\$118,069	\$57,851	\$31,246	\$34,977	\$45,040
68	Government Relations	\$36,459	\$56,668	\$42,629	\$35,495	\$32,472	\$44,369
69	Scholarships	\$81,270	\$40,845	\$82,580	\$2,500	\$102,000	\$37,000
70	Annual Conference Programs	\$43,920	\$35,012	\$41,123	\$26,389	\$49,080	\$37,589
71	New Roles & Changing Landscapes	\$0	\$13,896	\$7,236	\$16,532	\$7,731	\$24,204
72	Diversity Alliance	\$16,429	\$32,770	\$42,920	\$15,152	\$55,578	\$45,754
73	Project Outcome	\$0	\$49,690	\$247,565	\$194,456	\$73,437	\$97,865
74	<b>Subtotal</b>	<b>\$1,261,058</b>	<b>\$1,509,368</b>	<b>\$1,505,733</b>	<b>\$1,124,254</b>	<b>\$1,159,452</b>	<b>\$1,098,408</b>
75							
76	<b>Publications</b>						
77	CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,425,753	\$2,375,977	\$2,457,623
78	C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$15,700	\$19,325
79	C&RL News	\$429,039	\$487,139	\$550,606	\$464,730	\$400,932	\$460,437
80	RBM	\$32,744	\$21,400	\$19,622	\$22,066	\$19,579	\$21,583
81	Nonperiodical Publications	\$256,695	\$330,329	\$223,970	\$262,137	\$236,141	\$245,600
82	Library Statistics	\$82,569	\$70,310	\$147,932	\$59,202	\$80,383	\$180,786
83	<b>Subtotal</b>	<b>\$3,877,448</b>	<b>\$3,869,220</b>	<b>\$3,657,038</b>	<b>\$3,252,870</b>	<b>\$3,128,712</b>	<b>\$3,415,007</b>
84							
85	<b>Education</b>						
86	Institutes & Liscensed Workshops	\$279,929	\$367,138	\$293,394	\$92,101	\$303,136	\$285,425
87	ACRL Conference	\$2,166,094	\$238,096	\$2,093,753	\$155,844	\$1,908,030	\$290,106
88	Preconferences & RBMS Conference	\$179,508	\$243,900	\$203,473	\$53,364	\$173,716	\$227,434
89	Web-CE	\$51,415	\$76,078	\$49,631	\$59,841	\$54,583	\$72,070
90	<b>Subtotal</b>	<b>\$2,676,945</b>	<b>\$925,212</b>	<b>\$2,640,251</b>	<b>\$361,149</b>	<b>\$2,439,465</b>	<b>\$875,035</b>
91							
92	<b>Special Programs</b>						
93	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$67,820	\$8,206	\$60,000	\$60,000
94	Friends of ACRL-Operating	\$60,245	\$65,357	\$129,998	\$57,532	\$118,987	\$47,721
95	<b>Subtotal</b>	<b>\$126,315</b>	<b>\$55,620</b>	<b>\$197,818</b>	<b>\$65,738</b>	<b>\$178,987</b>	<b>\$107,721</b>
96							
97	Post-approval Budget Change: Travel & Meeting	N/A	N/A	N/A	N/A	(\$257,151)	N/A
98							
99	<b>Total Expenses</b>						
100	<b>Total Expenses ACRL</b>	<b>\$4,820,438</b>	<b>\$3,423,873</b>	<b>\$5,234,167</b>	<b>\$2,370,053</b>	<b>\$4,213,488</b>	<b>\$2,948,895</b>
101	<b>Total Expenses CHOICE</b>	<b>\$3,055,258</b>	<b>\$2,945,284</b>	<b>\$2,698,854</b>	<b>\$2,425,753</b>	<b>\$2,375,977</b>	<b>\$2,487,276</b>
102	<b>Total Expenses ACRL &amp; Choice</b>	<b>\$7,875,696</b>	<b>\$6,369,157</b>	<b>\$7,933,021</b>	<b>\$4,795,806</b>	<b>\$6,846,616</b>	<b>\$5,436,171</b>
103							

	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Actual	Actual	Budget	Budget
104	<b>Nets</b>						
105	<b>Total Net ACRL</b>	<b>\$547,562</b>	<b>(\$732,690)</b>	<b>(\$118,436)</b>	<b>(\$730,584)</b>	<b>(\$323,713)</b>	<b>(\$737,340)</b>
106	<b>Total Net Choice</b>	<b>(\$114,764)</b>	<b>(\$132,001)</b>	<b>(\$177,990)</b>	<b>\$60,014</b>	<b>\$6,542</b>	<b>(\$211,179)</b>
107							
108	<b>Membership Net</b>	<b>(\$482,854)</b>	<b>(\$795,476)</b>	<b>(\$711,863)</b>	<b>(\$449,711)</b>	<b>(\$697,452)</b>	<b>(\$467,071)</b>
109	<b>Publications Net (without Choice)</b>	<b>\$299,833</b>	<b>\$188,929</b>	<b>\$164,150</b>	<b>\$46,351</b>	<b>\$73,491</b>	<b>\$34,943</b>
110	<b>Education Net</b>	<b>\$788,327</b>	<b>(\$60,786)</b>	<b>\$559,276</b>	<b>(\$269,519)</b>	<b>\$202,084</b>	<b>(\$257,491)</b>
111							
112	<b>Operating Transfers</b>						
113	<b>ACRL</b>	<b>(\$250,000)</b>	<b>(\$525,000)</b>	<b>\$0</b>	<b>\$157,096</b>	<b>\$135,000</b>	<b>\$135,000</b>
114	<b>Choice</b>	<b>\$40,539</b>	<b>\$525,000</b>	<b>(\$176,324)</b>	<b>\$43,987</b>	<b>\$0</b>	<b>\$0</b>
115							
116	<b>LTI Transfers, Gains, Losses</b>						
117	<b>ACRL</b>	<b>\$362,143</b>	<b>\$776,761</b>	<b>(\$2,770)</b>	<b>\$569,651</b>	<b>(\$135,000)</b>	<b>(\$135,000)</b>
118	<b>Choice</b>	<b>\$31,378</b>	<b>(\$308,226)</b>	<b>(\$33,813)</b>	<b>\$62,944</b>	<b>TBD</b>	<b>TBD</b>
119							
120	<b>Ending Reserves</b>						
121	<b>ACRL Mandated Operating Reserve</b>	<b>\$886,316</b>	<b>\$933,236</b>	<b>\$989,273</b>	<b>\$1,028,604</b>	<b>\$1,060,695</b>	<b>\$952,599</b>
122	<b>Reserve Aug 31: ACRL Operating</b>	<b>\$4,686,947</b>	<b>\$3,430,256</b>	<b>\$3,311,824</b>	<b>\$2,581,241</b>	<b>\$2,257,528</b>	<b>\$1,520,188</b>
123	<b>Reserve Aug 31: ACRL LTIs</b>	<b>\$4,180,025</b>	<b>\$4,956,786</b>	<b>\$4,954,016</b>	<b>\$5,523,667</b>	<b>\$5,388,667</b>	<b>\$5,253,667</b>
124	<b>Reserve Aug 31: CHOICE Operating</b>	<b>\$2,573,834</b>	<b>\$2,926,294</b>	<b>\$2,571,979</b>	<b>\$2,631,994</b>	<b>\$2,638,536</b>	<b>\$2,427,357</b>
125	<b>Reserve Aug 31: CHOICE LTI</b>	<b>\$880,574</b>	<b>\$572,348</b>	<b>\$538,536</b>	<b>\$557,493</b>	<b>\$557,493</b>	<b>\$557,493</b>
126	<b>Total</b>	<b>\$12,321,379</b>	<b>\$11,885,684</b>	<b>\$11,376,356</b>	<b>\$11,294,394</b>	<b>\$10,842,223</b>	<b>\$9,725,449</b>

	A	B	C	D	E	F	G	H	I
1	<b>ACRL RBMS Conference FY2022</b>								
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Notes</b>	<b>2022 Budget</b>
3	4103	SALES - ONLINE	0	0	0	0	0	VIRTUAL REG FEES: 105 members @ \$155; 65 non-members @ \$195; 5 Retired/Nonsalaried @ \$79; 15 Students @ \$59; Based on 190 Virtual Participants	<b>\$27,640</b>
4	4200	REGISTRATION FEES	140,355	162,947	145,260	137,009	123,471	Registration Fees: RBMS Conference: 325 members @ \$295; 110 non-members @ \$340; 25 students @ \$140; 12 one-day registrations @ \$160; 20 late fees @ \$50 = \$1,000; Workshop revenue from 3 workshops with 18 ea @ \$170; ALL budgeted @ 95%. ); Minimum Number of Paid Registrants 95% = 399 (budget based on 420 total, \$135,300 rev and 490 registrants is average total attendance in last 4 years)	<b>\$141,431</b>
5	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		
6	4400	DONATIONS/HONORARIA	79,600	91,650	74,900	65,000	59,500	40 booths at \$600, plus 40,000 additional (History for past 4 years is 73K, 79K, 68K, 62K totals respectively)	<b>\$64,000</b>
7	4420	INT/DIV				0	0		<b>\$0</b>
8	4429	OVHRD-EXMPT REVENUE/DIVISIONS	10,106	2,825	3,085	5,600	3,000	Income for Tours \$1500/New Mem Mixer tix \$2500/Dorms money straight to Yale, plus \$3000K for charter bus to DC (offset by entertainment & transportation expense lines below)	<b>\$7,000</b>
9	4430	MISCELLANEOUS FEES				0	0		<b>\$0</b>
10	4490	MISCELLANEOUS REVENUE				0	0		<b>\$0</b>
11	<b>Revenues</b>		<b>\$230,061</b>	<b>\$257,422</b>	<b>\$223,245</b>	<b>\$207,609</b>	<b>\$185,971</b>		<b>\$240,071</b>
12									
13	5000	SALARIES & WAGES	30,684	40,292	38,131	38,604	33,886	Salaries at % of ACRL total; based on previous year's activity	<b>\$39,041</b>
14	5001	WAGES/TEMPORARY EMPLOYEES							
15	5002	OVERTIME WAGES				0			
16	5005	ATTRITION FACTOR				0	0		<b>\$0</b>
17	5009	ACCRUED VACATION WAGES				0	0		<b>\$0</b>
18	5010	EMPLOYEE BENEFITS	9,378	12,087	11,747	12,185	11,297	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$13,221</b>
19	5110	PROFESSIONAL SERVICES		0		0	0	ADA Professional Captioning & CART Service \$4000, Pathable Platform \$24000	<b>\$28,000</b>
20	5120	LEGAL FEES				0	0		<b>\$0</b>
21	5121	AUDIT/TAX FEES				0	0		<b>\$0</b>
22	5122	BANK S/C	3,088	5,459	5,031	5,500	5,500	Bank fees & Credit Card Fees from Registration Processing based on 19 actual	<b>\$5,500</b>



	A	B	C	D	E	F	G	H	I
1	<b>ACRL RBMS Conference FY2022</b>								
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Notes</b>	<b>2022 Budget</b>
23	5141	MAINTENANCE AGREEMENTS							
24	5150	MESSENGER SERVICE	420	618	510	750	500	Messenger Service / FedEx	\$500
25	5151	DUPLICATION/OUTSIDE				0			
26	5210	TRANSPORTATION	2,667	2,081	3,404	2,800	1,000	Site visit for Conf Chairs, Section Chair and Conf Mgr, plus 3 staff flights for conference at \$400 each + \$600 in bus/cab/local transportation	\$3,400
27	5212	LODGING & MEALS	1,346	1,017	2,265	5,950	2,500	2019 Site Visit 3 people x 2 nights lodging comp + 3 people x 3 days per diem @ \$50 ea. 2 Staff Person onsite @ 4 nights \$250 (\$200 hotel, \$50 per diem) + Exec Director Lodging + per diem @ 3 nights \$250 per (based on 19 actual)	\$2,500
28	5214	ENTERTAINMENT		3,352	160	2,750	3,000	Tour Expenses (offset by 4429)	\$3,000
29	5300	FACILITIES RENT	3,812	1,674		6,500	5,000	Venue rental gratis Walpole. 19,000 in classroom expenses +6,000 in rentals =25K Walpole, Yale Conf Services fees 17K gratis Beinecke	\$0
30	5301	CONFERENCE EQUIPMENT RENTAL	13,478	23,389	26,723	20,500	22,000	Standard in Room Equipment/staffing at 20000, Media Support Services at 3200 gratis BeineckeWalpole, Yale Conf Services fees 17K gratis Beinecke	\$20,000
31	5302	MEAL FUNCTIONS	39,771	78,916	47,373	52,050	40,000	Opening Reception at 27K plus 3 days morning beverage service at 6K each, plus 2 afternoon breaks at 5K each, New Member Mixer 6K+Scholarship Bfast at 1500, Beinecke Reception 27K gratis Beinecke	\$61,500
32	5303	EXHIBITS				0	0		\$0
33	5304	SPEAKER/GUEST EXPENSE	3,288	4,524	2,486	5,000	6,000	First Plenary Sessions w/ 1 speaker, Second with 3 for total of 4 x \$700 + Workshops (200/person x 10)	\$4,800
34	5305	SPEAKER/GUEST HONORARIUM	1,200	1,800	3,200	2,000	3,000	Speaker Honorarium Plenary 4 @ 500 ea. + Last Plenary 8 at \$150 for lightning talks	\$3,200
35	5306	AWARDS				(7,550)	0		\$0
36	5307	SECURITY SERVICES				0	0		\$0
37	5308	SPECIAL TRANSPORTATION	6,634	3,066	2,872	0	0	Possible Bussing 3 days at 5K per day + 3000 charter bus to DC	\$18,000
38	5402	PRINTING-OUTSIDE	4,721	2,826	3,214	3,000	3,500	No postcard, no book, 800 workshops	\$800
39	5031	STAFF DEVELOPMENT				0	0		\$0
40	5500	SUPPLIES/OPERATING	6,407	5,390	1,133	950	1,500	2 Scooters \$430+ Napkins \$696+\$100 Ribbons +100 Binders	\$1,500
41	5522	TELEPHONE/FAX				0	0		\$0
42	5523	POSTAGE/E-MAIL	686	716		805	805	No mailing	\$0
43	5525	UTILITIES				0	0		\$0
44	5530	DEPRECIATION F/E	133	135	260	0	0		\$0
45	5543	BAD DEBT EXPENSE	100	100	250	100	250	Bad debt based on FY18 actuals	\$250
46	5544	INTEREST EXPENSE				0	0		\$0
47	5545	TAXES/PROPERTY				0	0		\$0
48	5550	PROMOTION				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	<b>ACRL RBMS Conference FY2022</b>								
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Notes</b>	<b>2022 Budget</b>
49	5560	ORG SUPPORT/CONTRIBUTION			(5,655)	0	(5,050)	5655 cover schol reg fees plus 20K from profit share to undwrite Pathable Expenses	(\$25,655)
50	5599	MISC EXPENSE	1,917	1,657	1,382	2,034	1,808	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$2,236
51	5909	IUT/DIST CTR	49	68	23	75	50	IUT Distribution	\$50
52	5910	IUT/REPRO CTR	246	55	240	100	250	IUT Reprographics	\$250
53	5940	IUT/REGISTRATION PROCESSING	3,465	1,586	3,932	3,750	4,200	IUT Registration: based on '18 actuals approx 80% register online @ \$4.50 ea, 25% register mail/fax @ \$5.50 ea., 1 set extra badges \$50. Postage for mailing badges \$150	\$4,200
54	5942	IUT/ADVERTISING				0	0	IUT Advertising	\$0
55	5999	IUT/MISC				0	0		\$0
56	5911	IUT/OVERHEAD	37,054	43,018	38,465	36,307	32,720	IUT General overhead	\$41,141
57	5998	IUT/ALLOCATIONS				0	0		\$0
58	5600	TAXES/INCOME							
59	<b>Expenses</b>		<b>\$170,544</b>	<b>\$233,825</b>	<b>\$187,146</b>	<b>\$194,160</b>	<b>\$173,716</b>		<b>\$227,434</b>
60									
61	<b>Net</b>		<b>\$59,517</b>	<b>\$23,597</b>	<b>\$36,099</b>	<b>\$13,449</b>	<b>\$12,255</b>		<b>\$12,637</b>

To: ALA Executive Board Finance and Audit (F&A) Subcommittee and Budget Analysis & Review Committee (BARC)

CC: ACRL Board of Directors and Budget & Finance Committee

From: Jay Malone, ACRL Executive Director

Date: October 11, 2021

Re: FY21 third quarter performance commentary: ACRL and Choice

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This report was compiled by past ACRL Interim Executive Director Kara Malenfant with input from ACRL budget managers and Mark Cummings, Editor & Publisher, Choice. ALA's Finance Office noted that information on performance for the first three quarters of fiscal year 21 (Sept. 1, 2020 – May 31, 2021) is still provisional due to ongoing delays and issued these important caveats when quarterly reports were provided to all ALA units:

- Accounts payable reported through May 31, 2021.
- Revenue reported through February 28, 2021.
- Payroll reported through April 2021.

### ACRL FY21 Third Quarter Performance Comments

ACRL TOTAL	FY21 Q3 ACTUAL	FY21 Q3 BUDGET	\$ VARIANCE FROM BUDGET	% VARIANCE
REVENUES	\$2,611,083	\$3,115,563	(\$504,479)	-16%
EXPENSES	\$2,144,465	\$3,673,177	\$1,528,712	42%
NET	\$466,619	(\$557,614)	\$1,024,233	184%

### Narrative

As ACRL staff carefully reviewed each debit and credit (hundreds for Q3), we sought clarification or correction for over twenty items (after first checking real-time information in the financial system) worth more than \$1,128,561. This reconciliation required an increase of ACRL staff time and more than fifty emails/calls to reconcile Q3. While in the past, this work happened monthly, having it compressed due to quarterly reporting has created a significant shift in workload on unit staff causing some strain and ambiguity, as well the unfavorable practice of maintaining shadow accounting systems. The real-time reports have improved, but there are still gaps and delays in uploading transactions while two important staff positions in accounting remain unfilled. It is important to have timely access to accounts receivable ledgers, so staff can maintain vendor relations by following up promptly if there are missing payments. We anticipate it will be challenging to begin a draft FY23 budget this fall absent monthly reports as we will have very limited information from ALA Finance on budget vs. actuals the first few months of FY22. To improve our FY23 preliminary budget planning, ACRL anticipates dedicating additional time to compiling manually financial actuals from other systems. We look forward to

a new ALA CFO and a fully staffed accounting team to bring renewed focus towards simplifying accounting workflow and improving communication with ALA units.

The Q3 reports confirm that the ACRL 2021 Conference was not just a programmatic, but also a financial success. Due mostly to expense savings for the conference and across all projects, ACRL ended Q3 \$1,024,233 or 184% better than budget. It should also be noted that ACRL saw significantly higher revenues for membership and webinars due, in part, to a carefully considered marketing campaign. Furthermore, the Q3 net is over \$100K better than the year-end projections we shared with you in June. Of course, there will be changes in Q4.

The largest cost savings for ACRL reported thus far in FY21 are in 1. salaries and benefits (as the search for ACRL's executive director continued), 2. outside professional services, 3. travel and meal functions, and 4. program expenses, especially relating to the ACRL 2021 conference.

**Membership.** Membership dues are 47% or \$126K better than budget as the expected 30% membership melt did not materialize. Again, this is partly attributable to carefully conceived and well executed marketing strategies.

**Publications: Serials.** The swift rebound of ALA's JobLIST classified ad sales continues. In collaboration with partners at *American Libraries*, a new business plan is improving ALA JobLIST and contributes directly to success in the pivot strategy's impact streams of membership development and revenue. Job boards meet an expectation of an essential, uniquely valuable service that associations provide for their members, whether employers or job seekers, and offer an opportunity to generate high-margin, non-dues revenue with comparatively low expenses. Job boards can also support member recruitment and enhance the reputation of an association. Freely, openly, and easily available to all job seekers, JobLIST provides a well-known, inclusive space that does not require finding specific lists or job postings scattered across communities. It serves as a nexus to expose job opportunities to the broadest possible audience in a way that is efficient for all employers and job seekers and helps us advance our commitment to equity, diversity, and inclusion. Ads are screened by experienced JobLIST staff, shielding ALA from potential liability for the repercussions of any scam job ads as well as upholding key ALA policies set by Council related to anti-discrimination policies ([ALA Policy B.9.3](#)) and salary range ([ALA Policy B.9.17](#)). At the end of Q3, online advertising revenue recognized in the *C&RL News* budget is \$22,236 (or 36%) ahead of budget for the year while overhead exempt revenue (including print advertising) is \$16,019 (or 28%) behind budget. Online advertising revenue for *C&RL* is \$650 (or 9%) ahead of budget while print advertising revenue for *RBM* is \$1,630 (or 19%) behind budget and online advertising revenue is \$620 (or 25%) behind budget. *RBM* should get closer to budget when advertising revenue from the Spring issue is recognized in Q4.

**Publications: Non serials.** This quarter shows net of 8% or \$8.7K ahead of budget, however it is important to note that this does not yet account for payroll costs which are allocated at the end of the fiscal year to each ACRL project. For ACRL non-serial titles, print sales and e-books for individual use continue to lag while royalties from institutional e-book sales via distributors continue to trend ahead. We are absorbing some significant costs and decreased sales associated with the move to ALA's new warehousing and fulfillment vendor in Q3 and Q4. We reduced and

destroyed around \$75K in slow-moving inventory, which will increase costs in our inventory reserve adjustment, and that reduction will also decrease our inventory adjustment credit.

**Publications: Trends and Statistics.** The net for ACRL's Trends & Statistics products are 273% or \$112K better than budget in Q3. This is largely a timing issue as we are publishing two print editions in FY21 and had budgeted revenue for only one print edition. Again, this net does not yet include payroll costs for staff time.

**Education: ACRL 2021 Conference.** In Q3 the ACRL 2021 Conference was reported as 74% or \$302K ahead of budget, due to stronger than anticipated registration, exhibits, and sponsorships, coupled with expense savings. The highly successful ACRL 2021 Conference, "Ascending into an Open Future," originally planned for Seattle, took place as a virtual-only event April 13 - 16, 2021. ACRL 2021 was in the FY21 budget as an in-person conference with lower than usual attendance in a higher-cost city, with a slim net. Staff built a new budget for virtual-only ACRL 2021 budget in fall 2020, with nearly every budget line being revised. We expect the final net to be on par with past ACRL face-to-face conference conferences, even when the costs for staff time are allocated at fiscal year close. This important revenue helps to support other ACRL member services, programs, and strategic initiatives.

**Education: RBMS 2021.** The Q3 budget reports show performance 181% or \$89K better than budget. Originally planned to be an in-person conference held in Milwaukee, WI, we also cancelled the face-to-face RBMS 2021 for a virtual-only event in June. As with the ACRL 2021 conference, staff reworked the budget in fall 2020, with nearly every budget line being revised. This year's theme of *Power, Resistance and Leadership* in the virtual format generated record-breaking interest with 700+ registrants and 59 bookseller companies to the largest-ever RBMS conference. As a result of stronger than anticipated registration and sponsorships this spring, coupled with significant expense savings, the RBMS 2021 virtual conference is expected to have the highest net to date. ACRL is already planning RBMS 2022 with in person and virtual components. As with other projects, costs for staff time are not yet reflected in Q3.

**Education: Online Continuing Education.** With fewer offerings in the second half of FY21 so that staff and audience attention could be focused on the ACRL2021 and RBMS conferences, Q3 still reported ACRL e-learning performing 96% or \$37K better than budget (again, payroll costs are not yet reflected). This is in part due to a reprise of a popular 3-part webcast series on copyright. Our monthly newsletter, *The Syllabus*, which began in January 2020, continues to promote all of ACRL's professional development offerings inside and outside of association membership.

**Payroll.** FY21 Q3 saw payroll *savings* in salary and benefits (which continued in Q4) while the ACRL E.D. search reopened and Malenfant continued in the interim position, in effect leaving a position open. Additional payroll *savings* in Q4 are anticipated due to PPP loan forgiveness, to be credited to each unit (\$286,177 for ACRL and \$319,717 for Choice), and salary savings due to a staff resignation. In Q4 we expect unbudgeted payroll *expenses* in salary/wages for 5-days of cancelled furlough August 2022 (estimated \$21,000 for ACRL and \$22,500 Choice).

**Overhead to ALA.** As ACRL misses its budgeted revenue and with the switch from in person to online events (where revenue is assessed at 50% of the overhead rate, per the management practices of ALA in relation to its membership divisions), ACRL projects are expected to generate total FY21 overhead to ALA of under \$300K, significantly less than the budgeted \$672,672.

**ALA Pivot Strategy Goals.** Looking at ACRL's current performance and FY22 plans in relation to ALA priorities, we share a few important data points:

- ALA's five-year financial plan notes that overall ALA spending on personnel is above 50% of revenue (against an ASAE peer benchmark of 40%). ACRL salaries and benefits stand at 36% of revenue (over 2-year average to reflect conference cycle). Our FY22 budget includes funding for a position recently vacated that we're working to re-envision, and we look forward to hiring a new colleague in the coming months.
- An ALA tactical goal per the pivot strategy is for 10% contributed revenue; ACRL's contributed revenue stands at 4%, representing all individual donors. We look forward to continuing to explore appropriate foundations to approach, with help and guidance from ALA institutional advancement.
- An ALA tactical goal is 15% market share in FY22. ACRL market penetration in FY20 was 38% (ACRL members as % of total US academic librarians) and has been above 34% for 16 years. We look forward to continuing ACRL's new member onboarding program to increase engagement and retention, in coordination with ALA's new engagement plan.
- We are fortunate to have dedicated members elected or appointed to volunteer in over 1,200 positions across ACRL. With an ACRL membership of 8,693 (as of June 2021), the ratio of 1 position for every 7.24 members means there are many engagement opportunities available. Without the time and energy of member volunteers, ACRL would not be able to accomplish nearly as much for the good of the profession.

## Choice FY21 Third Quarter Performance Comments

Choice financial results through May 2021 show net revenues favorable to budget by \$125,851, owing to better-than-expected performance against both revenues and expenses:

May-21								
CHOICE 404	Budget (Year)	Budget YTD	Actual YTD	Var	% Budget	Prior YTD	Var	% Prior
Beginning Net Assets			2,587,461	#VALUE!	#VALUE!	2,571,980	15,481	0.60%
TOTAL REVENUES	2,382,519	1,766,514	1,845,663	79,149	4.5%	1,757,159	88,504	5.04%
Total Expenses before OH/Taxes	2,050,427	1,592,548	1,522,053	70,495	4.4%	1,652,025	129,972	7.87%
Contribution Margin	332,092	173,966	323,610	149,644	86.0%	105,134	218,476	207.81%
Overhead	315,686	236,765	244,550	(7,785)	-3.3%	233,119	(11,431)	-4.90%
Allocations (575 Main St)	3,940	2,955	18,963	(16,008)	-541.7%	28,871	9,908	34.32%
Tax	0	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL EXPENSES	2,370,053	1,832,268	1,785,566	46,702	2.5%	1,914,015	128,449	6.71%
Net Revenue/(Expense) from Ops	12,466	(65,754)	60,097	125,851	191.4%	(156,856)	216,953	138.31%
Ending Net Asset Balance	#VALUE!	#VALUE!	2,647,558	#VALUE!	#VALUE!	2,415,124	232,434	9.62%

## Subscriptions

Through May, Choice subscription revenues continue to fall, spurred by pandemic-inspired reevaluations of library workflows and budgets. Year-over-year performance is especially

significant on this point, inasmuch as May 2000 earned income did not yet reflect the effects of the pandemic. As of the end of the 3d quarter, *Choice* magazine earned income was off 21% from a year ago; cards, 19%; and *Choice Reviews*, 10%. Collectively, these three products were \$61K unfavorable to budget and \$125K unfavorable to prior year. With the special insight into the future provided us by the fact that the fourth quarter is now behind us, we “forecast” that total subscription revenue, including not only the products mentioned above but also *Resources for College Libraries* and *ccAdvisor*, will finish FY21 some \$130K (11%) below budget.

### Royalties

For its part, royalty income lags budget by some \$41K through May, but the variance is because of timing and is not indicative of any significant market trend. Licensing revenue is fairly predictable, except during periods of contract renegotiation, and we otherwise have no indication of impending contract terminations. As a result, we expect to meet budget (\$500K) for the year.

### Advertising and Sponsored Content

But with overall revenue favorable to budget by almost \$80K through May, it is to advertising and sponsored content that we must look for offsets to subscription losses. Once our principal source of advertising revenue, space advertising continues its seemingly inexorable decline, from its full-year high point of \$440K in FY17 to a projected \$145K in FY21, and will finish the year over \$50K below what we believed to be an appropriately reduced FY21 budget. While some of this reflects a migration of advertising dollars to more effective platforms (see below), it is also the inevitable result of falling circulation. For their part, banner (digital) ads will actually come in almost \$12K ahead of budget, but the gain does not reflect increases in *Choice Reviews* advertising but rather unbudgeted income from advertising on the new *Choice360.org*, which accepted ads for the first time in FY21.

Our sponsored-content properties, however, are outperforming both budget and prior year. Far and away the most successful of these is our sponsored webinar program, which will yield \$299,450 in gross receipts in FY21. A nice example of this featured Nobel Laureate Jennifer Doudna, When you picture a scientist, [who do you see?](#) After commissions and payment of a 15% royalty to ACRL, webinars will net Choice \$243K, beating budget by some \$91K. White papers, podcasts, newsletters, and eblasts—all sponsored—are forecast to finish the year ahead of budget, collectively by some \$94K. Overall, then, combined FY21 revenue from advertising and webinars (which, for Choice, are advertising) is projected to beat budget by over \$140K, \$68K ahead of prior year.

\* \* \*

Thus, with subscriptions forecast to end FY21 \$130K below budget, offset by advertising gains of \$140K over budget, Choice revenue should meet or slightly exceed budget for the year.

### Expenses

On the expense side, year-to-date direct expenses through Q3 are running \$62K better than budget, with improvements distributed throughout the charge lines. Offsetting these are almost \$24K in overages in overhead and IUT allocations (line 5998), the latter—a \$16K miss—

entirely because we did not have information on our FY21 obligations toward the building loan when we submitted the budget. Similarly, we are unable to provide reliable forecasts of full-year Choice expenses in the absence of regular monthly performance reports.



	FY21 Budget	FY21 Q3 Budget	FY21 Q3 Actual	FY21 \$ Variance	FY21 % Variance
<b>Beginning Reserves</b>					
Reserve Sept. 1: ACRL Operating	\$2,581,390	\$2,581,390	\$2,581,390	\$0	0%
Reserve Sept. 1: ACRL LTI	\$5,523,667	\$5,523,667	\$5,523,667	\$0	0%
Reserve Sept. 1: CHOICE Operating	\$2,587,461	\$2,587,461	\$2,587,461	\$0	0%
Reserve Sept. 1: CHOICE LTI	\$557,493	\$557,493	\$557,493	\$0	0%
<b>Total</b>	<b>\$11,250,010</b>	<b>\$11,250,010</b>	<b>\$11,250,010</b>	<b>\$0</b>	<b>0%</b>
<b>Revenues</b>					
<b>Membership</b>					
Dues	\$354,335	\$265,751	\$391,492	\$125,740	47%
Standards, Licensing Fees	\$850	\$638	\$0	(\$638)	-100%
Advisory	\$42,500	\$31,875	\$25,000	(\$6,875)	-22%
Awards	\$19,600	\$9,800	\$4,000	(\$5,800)	N/A
Special Events	\$15,125	\$7,825	\$3,500	(\$4,325)	-55%
Equity, Diversity & Inclusion	\$27,090	\$19,630	\$25,500	\$5,870	30%
Project Outcome	\$2,500	\$1,875	\$1,788	(\$88)	-5%
<b>Subtotal</b>	<b>\$462,000</b>	<b>\$337,394</b>	<b>\$451,279</b>	<b>\$113,885</b>	<b>34%</b>
<b>Publications</b>					
CHOICE	\$2,382,519	\$1,766,514	\$1,845,664	\$79,150	4%
C&RL	\$15,700	\$12,101	\$9,032	(\$3,069)	-25%
C&RL News	\$360,932	\$267,019	\$306,702	\$39,683	15%
RBM	\$26,907	\$26,646	\$22,483	(\$4,163)	-16%
Nonperiodical Publications	\$262,290	\$198,644	\$195,939	(\$2,705)	-1%
Library Statistics	\$120,397	\$77,179	\$79,259	\$2,079	3%
<b>Subtotal</b>	<b>\$3,168,745</b>	<b>\$2,348,103</b>	<b>\$2,459,078</b>	<b>\$110,975</b>	<b>5%</b>
<b>Education</b>					
Institutes & Liscensed Workshops	\$295,780	\$60,625	\$0	(\$60,625)	-100%
ACRL Conference	\$2,067,620	\$2,067,620	\$1,391,458	(\$676,162)	N/A
Preconferences & RBMS Conference	\$185,971	\$0	\$60,710	\$60,710	N/A
Annual Conference & MW Programs	\$16,000	\$11,200	\$1,000	(\$10,200)	N/A
Web-CE	\$76,178	\$57,135	\$93,222	\$36,087	63%
<b>Subtotal</b>	<b>\$2,641,549</b>	<b>\$2,196,580</b>	<b>\$1,546,390</b>	<b>(\$650,190)</b>	<b>-30%</b>
<b>Special Programs</b>					
Friends of ACRL-Restricted	\$0	\$0	\$0	\$0	N/A
Friends of ACRL-Operating	\$0	\$0	\$0	\$0	N/A
<b>Total Revenues</b>					
<b>Total Revenues ACRL</b>	<b>\$3,889,775</b>	<b>\$3,115,563</b>	<b>\$2,611,083</b>	<b>(\$504,479)</b>	<b>-16%</b>
<b>Total Revenues CHOICE</b>	<b>\$2,382,519</b>	<b>\$1,766,514</b>	<b>\$1,845,664</b>	<b>\$79,150</b>	<b>4%</b>
<b>Total Revenues ACRL &amp; Choice</b>	<b>\$6,272,294</b>	<b>\$4,882,077</b>	<b>\$4,456,747</b>	<b>(\$425,330)</b>	<b>-9%</b>

	FY21	FY21	FY21	FY21	FY21
	Budget	Q3 Budget	Q3 Actual	\$ Variance	% Variance
<b>Expenses</b>					
<b>Membership</b>					
Membership Services	(\$42,272)	\$50,837	\$19,715	(\$31,122)	-61%
Exec. Cttee. & Board	\$44,183	\$31,251	\$4,052	(\$27,199)	-87%
Advisory	\$35,466	\$26,594	\$20,787	(\$5,806)	-22%
Standards Distribution	\$1,286	\$215	\$11	(\$203)	-95%
Awards	\$18,920	\$3,838	(\$2,578)	(\$6,416)	-167%
Chapters	\$7,866	\$4,227	\$0	(\$4,227)	-100%
Committees	\$5,620	\$842	\$3,313	\$2,470	293%
Sections	\$31,458	\$14,247	\$4,633	(\$9,614)	-67%
C&RL Over Revenue	\$15,762	\$2,246	\$3,568	\$1,321	59%
C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A
Liaisons to Higher Ed. Organizations	\$18,078	\$13,235	\$10,209	(\$3,026)	-23%
Special Events	\$14,460	\$8,560	\$100	(\$8,460)	-99%
Information Literacy	\$1,820	\$1,320	\$4,712	\$3,392	257%
Scholarly Communications	\$42,281	\$35,070	\$12,800	(\$22,270)	-64%
Value of Academic Libraries	\$2,307	\$211	\$0	(\$211)	-100%
Government Relations	\$17,605	\$12,758	\$9,167	(\$3,591)	-28%
Scholarships	\$101,999	\$69,577	\$0	(\$69,577)	N/A
Annual Conference Programs	\$30,590	\$1,385	\$3,629	\$2,244	N/A
New Roles & Changing Landscapes	\$2,701	\$2,500	\$3,000	\$500	20%
Equity, Diversity & Inclusion	\$43,704	\$5,562	\$14,593	\$9,031	162%
Project Outcome	\$62,037	\$46,178	\$56,171	\$9,993	22%
<b>Subtotal</b>	<b>\$455,871</b>	<b>\$330,653</b>	<b>\$167,882</b>	<b>(\$162,771)</b>	<b>-49%</b>
<b>Publications</b>					
CHOICE	\$2,370,053	\$1,832,269	\$1,785,567	(\$46,702)	-3%
C&RL	\$15,700	\$12,101	\$9,032	(\$3,069)	-25%
C&RL News	\$306,222	\$220,996	\$177,550	(\$43,446)	-20%
RBM	\$16,555	\$14,109	\$11,652	(\$2,456)	-17%
Nonperiodical Publications	\$127,696	\$87,509	\$76,067	(\$11,442)	-13%
Library Statistics	\$63,161	\$118,366	\$8,067	(\$110,299)	-93%
<b>Subtotal</b>	<b>\$2,899,387</b>	<b>\$2,285,349</b>	<b>\$2,067,935</b>	<b>(\$217,414)</b>	<b>-10%</b>
<b>Education</b>					
Institutes & Liscensed Workshops	\$246,416	\$64,385	\$608	(\$63,777)	-99%
ACRL Conference	\$1,673,309	\$1,663,915	\$681,655	(\$982,260)	-59%
Preconferences & RBMS Conference	\$128,533	\$49,187	\$20,719	(\$28,468)	-58%
Web-CE	\$33,729	\$18,963	\$18,550	(\$413)	-2%
<b>Subtotal</b>	<b>\$2,081,987</b>	<b>\$1,796,450</b>	<b>\$721,532</b>	<b>(\$1,074,918)</b>	<b>-60%</b>
<b>Special Programs</b>					
Friends of ACRL-Restricted	\$0	\$0	(\$350)	(\$350)	N/A
Friends of ACRL-Operating	\$14,697	\$10,476	\$440	(\$10,036)	-96%
<b>Subtotal</b>	<b>\$14,697</b>	<b>\$10,476</b>	<b>\$90</b>	<b>(\$10,386)</b>	<b>-99%</b>
<b>Unallocated Admin Expenses</b>					
	\$1,131,599	\$1,082,518	\$972,243	(\$110,275)	-10%
<b>Total Expenses</b>					
Total Expenses ACRL	\$4,213,488	\$3,673,177	\$2,144,465	(\$1,528,712)	-42%
Total Expenses CHOICE	\$2,370,053	\$1,832,269	\$1,785,567	(\$46,702)	-3%
Total Expenses ACRL & Choice	\$6,583,541	\$5,505,446	\$3,930,032	(\$1,575,414)	-29%

	FY21	FY21	FY21	FY21	FY21
	Budget	Q3 Budget	Q3 Actual	\$ Variance	% Variance
<b>Nets</b>					
Total Net ACRL	(\$323,713)	(\$557,614)	\$466,619	\$1,024,233	184%
Total Net Choice	\$12,465	(\$65,755)	\$60,097	\$125,851	191%
Membership Net	\$6,129	\$6,741	\$283,398	\$276,657	-4104%
Publications Net (without Choice)	\$256,892	\$128,509	\$331,046	\$202,537	158%
Education Net	\$559,562	\$400,130	\$824,858	\$424,728	-106%
<b>Operating Transfers</b>					
ACRL	\$0	\$0	\$0	\$0	N/A
Choice	\$0	\$0	\$0	\$0	N/A
<b>LTI Transfers, Gains, Losses</b>					
ACRL	(\$81,374)	\$52,000	\$86,451	\$34,450	66%
Choice	\$51,797	\$4,479	\$35,217	\$30,738	686%
<b>Ending Reserves</b>					
ACRL Mandated Operating Reserve	\$990,533	\$990,533	\$990,533	\$0	0%
Reserve Aug 31: ACRL Operating	\$2,257,677	\$2,023,776	\$3,048,009	\$1,024,233	51%
Reserve Aug 31: ACRL LTI	\$5,442,293	\$5,575,667	\$5,610,118	\$34,450	1%
Reserve Aug 31: CHOICE Operating	\$2,599,926	\$2,521,706	\$2,647,557	\$125,851	5%
Reserve Aug 31: CHOICE LTI	\$609,290	\$561,971	\$592,710	\$30,738	5%
Total	\$10,909,185	\$10,683,120	\$11,898,393	\$1,215,273	11%

**TO:** Administrators of Small Endowments

**FROM:** Jim Neal – ALA Treasurer  
Dan Bradbury – Senior Trustee ALA Endowment Fund

**RE:** Recent Policy Changes – New Minimums for Current Accounts

**DATE:** June 15, 2012

At the 2012 Midwinter Meeting in Dallas, the ALA Executive Board approved a recommendation by the Endowment Trustees to increase the minimum funding level required to establish and maintain an endowment. The action was:

**F&A concurs with the Endowment Trustees and recommends to the Executive Board increasing the minimum amount to start a new endowment to \$50,000. Additionally, to allow those endowments currently under \$50,000 up to five years to determine the path that will best allow them to reach the new minimum and up to ten years to achieve it.**

There are three basic objectives for this change in policy on minimum funding levels for ALA endowments:

1. Endowments below \$50,000 generally do not generate sufficient funds to support the goals of the endowment, such as scholarships, awards or other purposes. The current approved payout rate of 4 percent, for example, would generate only \$2,000 per year on a \$50,000 endowment.

2. It is important that we communicate to donors the actual costs of funding programs and activities through endowments. If we are not able to fulfill the expectations of the donor because of the limited proceeds from an endowment, that is a serious problem for future fundraising. This is particularly timely as ALA seeks to advance a major planned giving campaign.

3. The administrative costs of managing effectively endowments are significant. A large number of small endowment accounts with low levels of funds

generated, with the accounting and budgeting activities involved, is not effective use of staff resources.

There are 18 accounts among the 73 individual endowments in the ALA endowment fund that are currently below the \$50,000 threshold. The staff responsible for the 18 accounts in question, are being asked to consider the following actions as they develop plans to achieve the minimum endowment requirements:

- New fundraising
- Combination/integration of similar endowments as long as no legal or donor restrictions
- Transfer of funds from supporting unit net asset balances
- Spending down endowment balances over number of years
- Reduced use of endowment payout funds over number of years
- Budget support from the hosting unit

Discussions with staff responsible for the endowment accounts indicate that as plans are developed (five years) and strategies are advanced (ten years), it may not be possible to achieve the \$50,000 endowment minimum level. It is recognized that special circumstances may dictate that selected endowments may need to be “grandfathered” at a lower level. However, plans should be developed and pursued in all cases. If “grandfathering” is determined to be the best and most viable option, then a formal request needs to be made to the Trustees.

# Financial Report

## Carolyn Henderson Allen

Budget & Finance Committee Chair



I am pleased to report that ACRL completed the fiscal year 2019 (FY19) in excellent financial condition. Collaboration among the ACRL Board of Directors, Budget and Finance Committee, and Executive Director ensured that association finances remained sound. Fiscal sustainability is a top priority of the ACRL staff and member leaders. Membership development and services to members are essential areas in advancing the hallmark initiatives of the Plan for Excellence and ACRL's Core Commitment to Equity, Diversity, and Inclusion.

As in previous years, this report gives an overview of ACRL finances in a streamlined format. Detailed spreadsheets for FY19 are available on the *C&RL News* website.

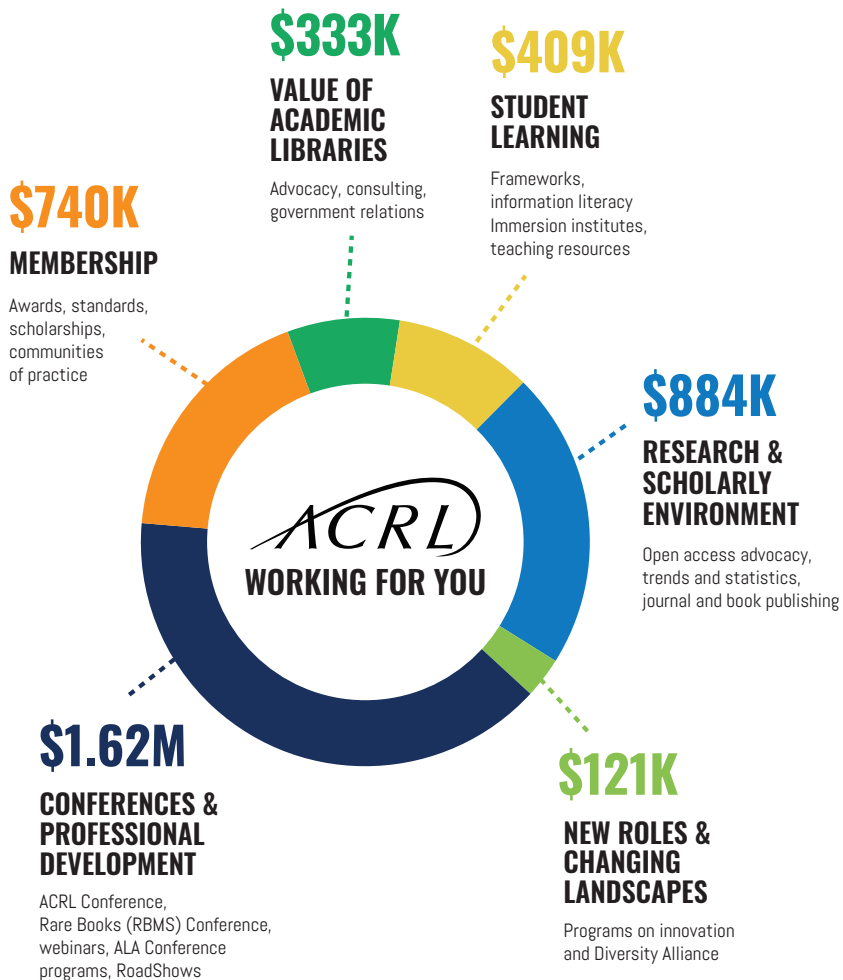
The Budget and Finance Committee has developed a simple graphic presentation of expenditures outlining the average spending for the past four years. The infographic ACRL Working for You in this report presents the average of the last four years of expenditures, to account for the variations between the alternating ACRL conference and non-conference years. The infographic is available on page 677.

ACRL	FY2019 ACTUAL	FY2019 BUDGET	VARIANCE	FY2017 ACTUAL	VARIANCE FY17 to FY19
Revenues	\$5,115,731	\$5,063,591	\$52,140	\$5,368,999	(\$253,268)
Expenses	\$4,422,570	\$4,771,907	(\$349,338)	\$3,979,693	\$417,143
Overhead to ALA	\$811,598	\$849,136	(\$37,538)	\$840,744	(\$29,146)
Total Expenses	\$5,234,168	\$5,621,043	(\$386,875)	\$4,820,438	\$413,730
NET REVENUE	(\$118,437)	(\$557,452)	\$439,015	\$548,561	(\$666,998)
Transfer to Choice (FY19) or LTI (FY17)	\$0	\$450,000	(\$450,000)	\$250,000	(\$250,000)
Net Asset Balance	\$3,311,823	\$2,422,808	\$889,015	\$4,687,946	(\$1,626,123)

CHOICE	FY2019 ACTUAL	FY2019 BUDGET	VARIANCE	FY2018 ACTUAL	VARIANCE FY18 to FY19
Revenues	\$2,520,863	\$2,797,719	(\$276,856)	\$2,813,283	(\$292,420)
Expenses	\$2,364,839	\$2,345,898	(\$18,941)	\$2,573,931	(\$209,092)
Overhead to ALA	\$334,014	\$369,299	\$35,285	\$371,353	(\$37,339)
Total Expenses	\$2,698,854	\$2,715,197	(\$16,343)	\$2,945,284	(\$246,431)
NET REVENUE	(\$177,991)	\$82,522	(\$260,512)	(\$132,001)	(\$45,990)
Open Choice Write Down (FY19) or Transfer from ACRL (FY18)	\$176,324	\$0	\$176,324	\$525,000	\$348,676
Net Asset Balance	\$2,571,979	\$3,008,816	(\$436,837)	\$2,926,294	\$354,315

NOTE: Figures provided are based on unaudited FY19 closing report, as of November 4, 2019.

# Financial Report



On average, ACRL invests over \$4.1\* million annually to support its strategic initiatives, infusing this work with its core commitment to equity, diversity, and inclusion, and to fund conferences and events to further the work of higher education librarians and information professionals. These initiatives are funded through an array of revenue streams—including dues, donations, registrations, publications, and advertising.

\* Average of the past 4 years of expenses.

All other figures also averages of the past 4 years of expenses.

**ACRL**  
Advancing Learning  
Transforming Scholarship  
Association of College & Research Libraries  
Advancing the Academic Library Profession  
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# Financial Report

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## *Fiscal Year-End Summary as of August 31, 2019*

The ALA and thus ACRL fiscal year is September 1 through August 31. As mentioned above, the budget report outlines expenditures for FY19, a year in which the biennial ACRL conference is held.

ACRL's total revenues slightly exceeded budget (by 1% or by \$52,140) while total expenses were under budget (by \$386,875 or 7%), resulting in an improved net expense of -\$118,437 rather than the -\$557,452 budgeted. As a reminder, to invest in programs and services for members ACRL is intentionally spending down its net asset balance and planned a deficit for FY19, even though typically there would be a positive net in an ACRL conference year.

The ACRL conference was a programmatic and financial success. While registration, advertising, and exhibits performed slightly under budget, the generosity of ACRL sponsors exceeded budget, and staff reduced expenses leading to a net revenue of \$342,292 over the course of the two planning years, higher than budgeted. As a reminder ACRL charges all salaries and benefits back to the projects via a time study, so this net revenue includes staffing expenses.

Dues revenue continued a slight decline, missing budget by 1% or \$4,168. Sales of advertising and subscriptions in ACRL publications were mixed, with *C&RL News* meeting gross budget at \$613,958, *C&RL* advertising and royalties coming in \$538 less than budget, and *RBM* exceeding revenue for subscriptions by \$3,193 or 22%, with paid print subscribers holding on longer than expected after the move to open access. However, advertising in *RBM* missed budget by 3% or \$1,042.

Sales of *Academic Library Trends & Statistics* grossed 5% more than budgeted at \$123,554. However, additional costs for a reprint and the development of a new survey were unexpected budget additions, leading to a net loss of \$24,379. Book publishing had a very successful year. Despite missing gross revenues by 2% or \$5,423, expenses were less than budget, and the year-end net was \$114,927 against a net budget of \$22,099. An interesting trend to note is the rapid increase in digital sales, which exceeded budget by 165% and offset the print sales, which were 15% below budget.

Gross revenues for consulting were below budget due to fewer than expected clients in the fourth quarter, but the first quarter of FY20 is off to a busy start. Webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget, likely due to a reduced interest in local and regional professional development in an ACRL conference year.

ACRL saved \$152,635 in salaries and benefits due to an open staff position and the decision to outsource the management of ACRL's consulting services. Delay of some member-led initiatives resulted in unforeseen savings: fewer visits to higher education associations, delayed research grants for scholarly communications, less travel, and a delayed committee-led messaging campaign. Some of these savings will carry over to FY20. Additionally, there were savings in conference expenses, printing expenses, supplies, postage, and strategic plan implementation.

During FY19, ACRL delivered \$811,598 in overhead payments to the ALA general fund.



# Financial Report

## *Choice Performance Comments FY19 Final Close*

The decision in January 2019 to write off expenses incurred developing the now-discontinued Open Choice, a proposed discovery and evaluation service for open educational resources, injected some \$316,236, all unbudgeted, into the FY19 performance reports. Of these, \$176,324 reflects a write-down of capitalized software development charges incurred for prototyping. The balance, \$139,912, represents salary and author payments and is thus reported under operating expenses. If these editorial charges were to be subtracted from net revenues, the actual operating loss for the year would have been -\$38,079, the second lowest deficit since FY12.

Subscription revenue was \$1,306,130, some 5% below budget, due to declines in revenue from print products (*Choice* magazine and Reviews on Cards), and was 9% below the previous year. The digital publication Choice Reviews likewise ended the year 5% below budget (but only 4% below prior year). Co-publications with ProQuest and The Charleston Company were slightly ahead of budget on a combined basis, but with divergent trajectories: up about 10% on ccAdvisor and down 7% for Resources for College Libraries (RCL), the latter representing a normal fluctuation in sales. Overall, subscriptions are under pressure everywhere from declining collection development budgets and a reduced need for reviews.

Royalties for licenses to use Choice and RCL content on third-party platforms finished the year on budget at \$521,691. Licensing continues to be a stable revenue stream, and closely tied to the subscription revenues of the major firms such as ProQuest, EBSCO, and Baker & Taylor that offer them.

Print advertising in *Choice* magazine experienced significant shortfalls, as diminished circulation and an industry-wide reassessment of ROI for advertising are having a significant impact. Overall advertising revenue was \$178,000 (28%) below budget, with print losses accounting for almost \$134,000 of this amount. By contrast, sponsorship platforms—webinars, podcasts, and white papers—performed well. Webinars finished the year with \$138,882 in net revenue (after the split with ACRL), just slightly below budget but over \$36,000 better than last year, while podcasts and white papers together outperformed budget by some 8%. Sponsorship platforms continue to attract robust audiences with webinar registrations topping 17,000, podcasts having more than 33,000 listeners, and each of the first three white papers garnering close to 1,000 downloads.

Despite the \$139,912 write-down of Open Choice prepaid editorial expenses, recorded in salary and outside services, Choice managed to finish the year with expenses only \$16,343 worse than budget. Careful management of costs in all operational categories except payroll and outside services, both affected by the write-down, were well below budget. Direct spending was about \$31,000 more than budget; interunit transfers were not as high as budget owing to the fact that items budgeted as expenses to be transferred to ACRL were direct-billed instead; and overhead was not as high as expected on reduced revenue.

During FY19, Choice delivered \$334,014 in overhead payments to the ALA general fund.

## About the 2019 Annual Report cover

The cover of the 2019 Annual Report features images of some of the more than 4,000 library workers, exhibitors, speakers, and guests from around the world who attended the ACRL 2019 Conference, held April 10–13, in Cleveland.

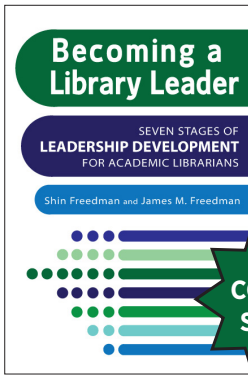


# Financial Report

## Budget & Finance Committee, 2018–2019

Carolyn Henderson Allen, *University of Arkansas, chair*  
 Tara Baillargeon, *Marquette University*  
 Rickey D. Best, *Auburn University–Montgomery*  
 Fannie M. Cox, *University of Louisville*  
 Georgie Lynn Donovan, *College of William & Mary*  
 Erika Dowell, *Indiana University*  
 Alexia Hudson-Ward, *Oberlin College*  
 Kevin Wade Merriman, *Yale University*  
 Joe Mocnik, *North Dakota State University*  
 Marla E. Peppers, *California State University–Los Angeles*  
 Brian Rennick, *Brigham Young University*  
 Kristen Grace Totleben, *University of Rochester*  
 Karen Munro, *Simon Fraser University, ex-officio*  
 Mary Ellen K. Davis, *ACRL/ALA, ex-officio*  
 Allison Payne, *ACRL/ALA, staff liaison*

## NEW FROM ACRL PRESS

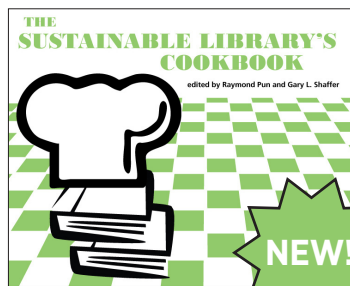


**Becoming a Library Leader:**  
 Seven Stages of Leadership  
 Development for Academic Librarians  
 by Shin Freedman and James M. Freedman

All titles will be available  
 in the ALA Store at  
<http://www.alastore.ala.org>

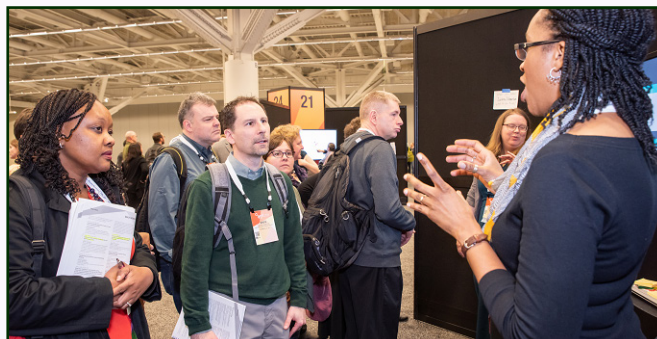
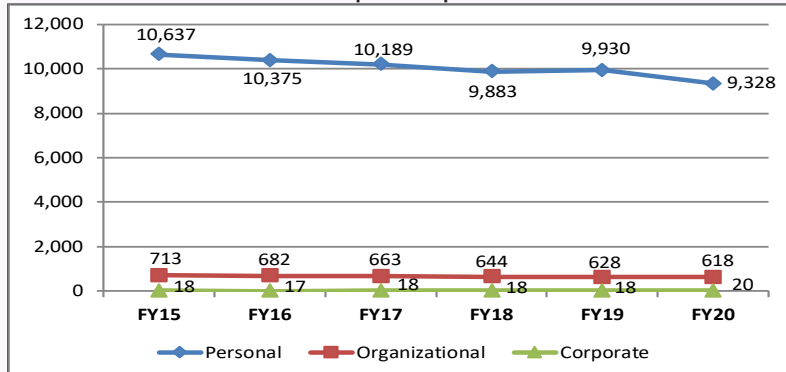
**COMING  
 SOON!**

**The Sustainable Library's  
 Cookbook**  
 edited by Raymond Pun and  
 Gary L. Shaffer

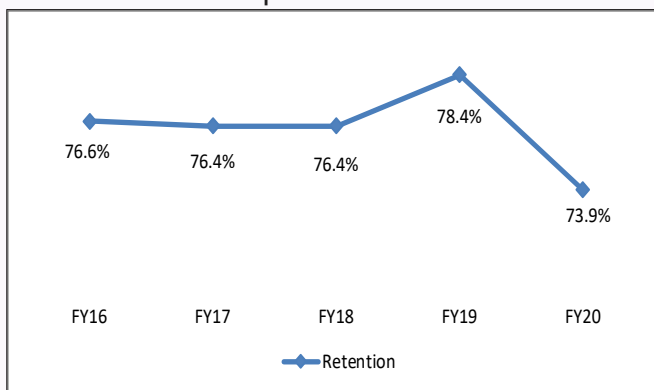


## Membership

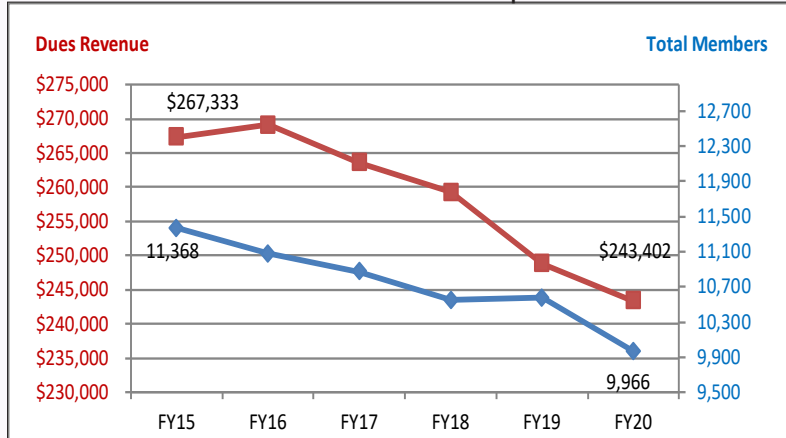
### 1. ACRL Membership Composition FY15–FY20



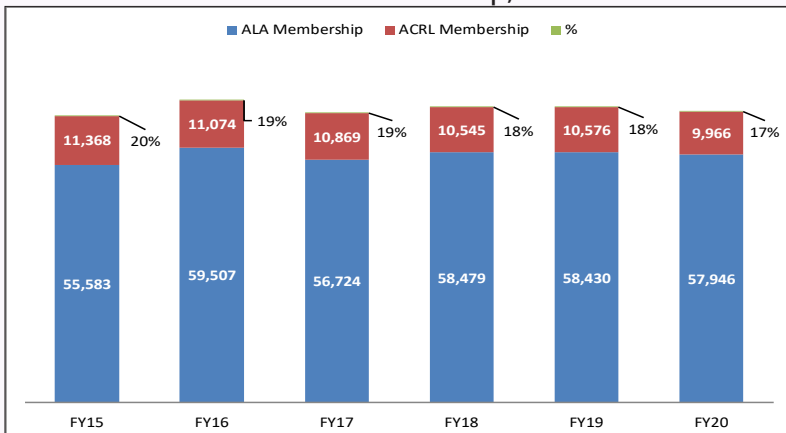
### 2. YTD Membership Retention Rates FY16–FY20



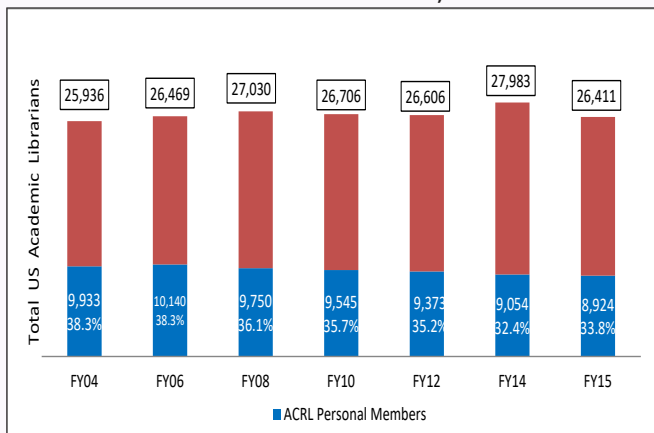
### 3. ACRL Dues Revenue & Membership FY15–FY20



### 4. ALA vs ACRL Membership, FY15–FY20

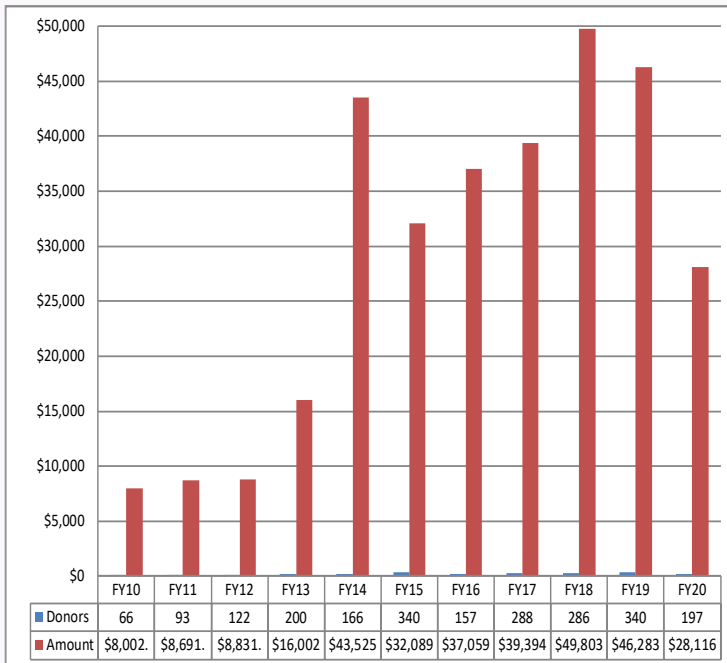


### 5. ACRL Market Penetration, FY04–FY15



## Friends of ACRL

## 6. Friends of ACRL Donors &amp; Donations

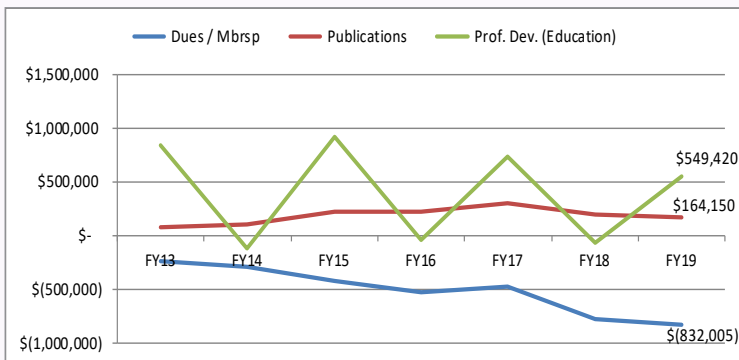


**FRIENDS**  
OF ACRL

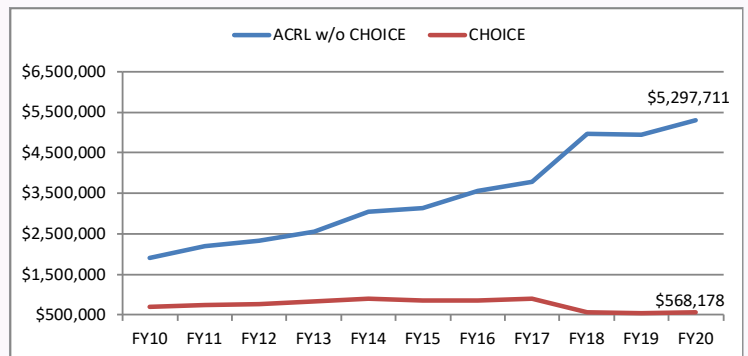
Chart 6: FY20 based on data through March 19, 2020.

## Budget

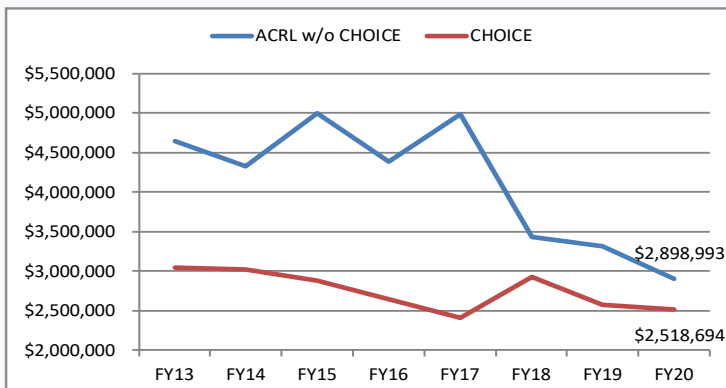
## 7. Net of Business Lines



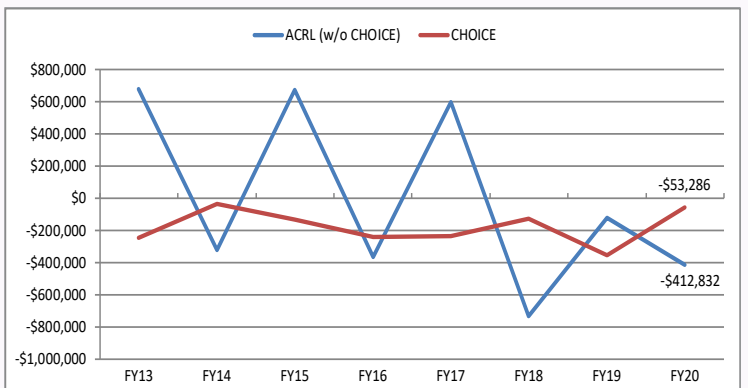
## 8. LTIs ACRL (inc. award endowments) &amp; CHOICE



## 9. ACRL &amp; CHOICE Net Asset Balance



## 10. ACRL &amp; CHOICE Net Revenues



Charts 8-10: FY20 based on YTD January 31, 2020. Chart 8: FY18 includes \$350K Choice to ACRL transfer.



### ALA Operating Agreement Workgroup

#### **Charge:**

The ALA Executive Board is appointing a workgroup to evaluate, assess, and make recommendations to the ALA Operating Agreement that defines the relationship between ALA and Divisions. Specifically, the WG will examine how the existing Operating Agreement is fulfilling the mission and values of the association as well as the financial structure that supports the joint and individual goals of the Association and Divisions. In addition, the WG will examine the relationship between ALA and the Roundtables and will provide recommendations that guide that relationship as well. The Operating Agreement values unity, diversity, authority, autonomy, and collaboration. These values will guide the WG in its assessment and communication.

#### **Timeline:**

May 2020	WG approved by Executive Board
May 2020	Volunteers solicited for the WG
June 2020	WG appointed by the Executive Board
July 2020	WG initial meeting
Fall 2020	Draft recommendations and issues presented to Executive Board
Midwinter 2021	Draft recommendations and discussion presented to ALA Council and Executive Board
Spring 2021	Final recommendations and Bylaws considered and voted on by the Executive Board
June 2021	Final recommendations and Bylaw changes considered and voted on by ALA Council

#### **Composition**

Member representative appointments will be made by the ALA President.

##### **Member Representatives**

1. Chair, ALA Treasurer, Maggie Farrell
2. Division Member Representative
3. Division Member Representative
4. Roundtable Member Representative
5. Membership Committee Member Representative
6. Publishing Committee Member Representative
7. SCOE Member Representative
8. Board Member Representative
9. BARC Chair

Staff representative appointments will be made by the ALA Executive Director.

##### **Staff Representatives**

1. Division Staff Representative
2. Roundtable Staff Representative
3. Financial Staff Representative
4. Publishing Staff Representative
5. Governance Staff Representative
6. General Fund Staff Representative

The WG will facilitate member engagement in the process and seek to broaden its perspectives through solicitation of a variety of opinions and ideas. In addition, the WG will keep ALA Council, Division and Roundtable Leaders apprised of its work.

[ALA Operating Agreement Policy](#)

**This page included to accommodate double-sided printing.**