

Association of College & Research Libraries  
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# Memo

To: ACRL Budget & Finance Committee  
From: Mary Ellen K. Davis, ACRL Executive Director  
Date: June 2019  
Re: 2019 Annual Conference meeting agenda and documents

It's that time again . . . time for the next ACRL Budget & Finance Committee meetings at the ALA Annual Conference in Washington, DC.

**Blue** = New Documents

**Black** = Included in Packet

## **Documents prepared for this meeting include:**

- Agenda: Budget & Finance Meeting I
- Agenda: Budget & Finance Meeting II
- Doc 1.0 Midwinter 2019 meeting minutes
- Doc 2.0 Budget and Finance Committee 2018–2019 Annual Work Plan
- Doc 3.0 2018–2019 report and 2019–2020 work plan template
- Doc 4.0 FY19 third quarter budget report cover memo
- Doc 4.1 FY19 third quarter budget report
- Doc 6.0 ACRL and CHOICE FY19 LTI reports: April 2019
- Doc 7.0 ACRL and CHOICE FY20 budget overview memo
- Doc 7.1 Draft Board action form: FY20 budget recommendation
- [Doc 7.2 LTI Transfers FY08-FY21](#)
- Doc 8.0 ACRL FY20 budget changes since Midwinter
- Doc 9.0 ACRL FY20 budget executive summaries
- [Doc 10.0 ACRL FY20 budget individual project details](#)
- Doc 11.0 Dashboard Metrics
- [Doc 12.0 CHOICE FY19 budget at-a-glance](#)
- [Doc 12.1 CHOICE FY19 budget detail](#)
- Doc 14.0 FY20 Budget Assumptions
- Doc 15.0 Net Asset Balance Scenarios
- Doc 16.0 Steering Committee on Organizational Effectiveness (SCOPE) Preliminary Recommendations
- Doc 16.1 SCOPE ALA Connect post: SCOPE Preliminary Recommendations
- Doc 16.2 ACRL Insider: What's the BUZZ about SCOPE
- Doc 17.0 ALA Operating Agreement

- Doc 18.0 ACRL Member Feedback on Participation at Future Meetings
- Doc 18.1 Virtual and Face-to-face Meetings Report MW19 and AC19
- Doc 18.2 Virtual Meetings: 2013-2019
- Doc 19.0 ACRL 2019 Colleagues Executive Summary
- Doc 19.1 ACRL 2019 Colleagues Report
- Doc 20.0 ACRL Financial Trends Charts
- Doc 21.0 ACRL Reserves at CHEMA Associations' Reserve Levels
- Doc 22.0 ALA Operational Practices: Division Fund Balance/Reserves and Budgetary Ceiling
- Doc 23.0 Board action form: Advancement Friends Fund Purpose
- Doc 24.0 ACRL Financial Trends and Plans for FY21

**FYI Documents include:**

- FYI-1 ACRL Plan for Excellence
- FYI-2 ALA IT Update

**Budget and Finance Committee Basic Documents:**

Please have your Budget and Finance Committee Basic Documents available for your reference during the Annual Conference meeting. These documents are available for download in the public Budget and Finance Committee ALA Connect Community and are compiled in one PDF with bookmarks, [ACRL B&F Basic Documents](#). A new version will be posted in the fall to orient new committee members before their first committee meeting at Midwinter 2020.

**Committee Meetings**

[ACRL Budget and Finance I](#)

Sunday, June 23

9:30 AM - 12:00 PM

Location: Washington Hilton, Rock Creek

[ACRL Budget and Finance II](#)

Monday, June 24

8:00 AM - 11:30 AM

Location: Washington Hilton, DuPont

**Questions?**

If you have any questions about any of the materials, please do not hesitate to contact Carolyn or me.

I look forward to seeing you in Washington, DC!

Association of College and Research Libraries  
**Budget and Finance Committee Meeting I**  
**Annual Conference 2019 – Washington, DC**

Sunday, June 23, 2019 • 9:30 a.m.–noon • Washington Hilton, Rock Creek

## Agenda I

### Sunday, June 23 • 9:30 a.m.–noon

Time	Item (Document number follows topic and presenter)
9:30–9:35 a.m.	<b>1.0 Welcome and introductions (Allen)</b>
9:35–9:40 a.m.	<b>2.0 Meeting recorder assignments (Allen)</b> The committee will assign recorders and set a deadline for submitting meeting notes to the compiler in order for the compiler to submit the committee’s final document by the ACRL meeting highlights deadline. <ul style="list-style-type: none"> <li>• Sunday recorder:</li> <li>• Monday part 1 recorder:</li> <li>• Monday part 2 recorder:</li> <li>• Compiler B&amp;F Chair: Carolyn Henderson Allen</li> </ul>
9:40–9:43 a.m. <b>Action</b>	<b>3.0 Adoption of the Agenda/Confirm meeting outcomes (Allen)</b> During the Budget and Finance Committee Meetings at the 2019 Annual Conference Meeting, the committee will: <ul style="list-style-type: none"> <li>• Approve MW 2019 Minutes</li> <li>• Discuss ALA Governance and Financial issues and consider impact on ACRL, identify questions for the BARC liaison, and highlight pertinent issues for the ACRL Board of Directors.</li> <li>• Review and take action on a proposed description of the ACRL Advancement Fund.</li> <li>• Increase understanding of YTD FY19 budget performance for ACRL and Choice.</li> <li>• Review, suggest changes, and recommend approval of the FY20 Budgets for ACRL and Choice to the ACRL Board of Directors.</li> <li>• Review trends in the ACRL budget, potential financial implications from the ALA SCOE model and ALA Financial Working Group and discuss how to approach the ACRL FY21 budget.</li> <li>• Identify potential net asset balance goal for end of FY21.</li> </ul>

Time	Item (Document number follows topic and presenter)
	<ul style="list-style-type: none"> <li>Review Dashboard Metrics and make recommendations for changes if needed.</li> <li>Review infographic that conveys information about ACRL's budget to general membership in the Annual Report.</li> <li>Identify initiatives for FY20 B&amp;F workplan</li> <li>Identify topics for discussion with ACRL Board at the joint meeting of the Board and Budget &amp; Finance committee at MW</li> <li>Review fall calendar/deadlines for orientation, FY21 budget assumptions, and Annual Report.</li> <li>Recognize B&amp;F members finishing their term on the Committee.</li> </ul>
9:43–9:45 a.m. <b>Action</b>	<b>4.0 Approval of 2019 Midwinter Meeting Minutes (Allen) #1.0</b> The committee will consider the minutes from the 2019 Midwinter Meeting.
9:45–10:00 a.m. <b>Information</b>	<b>5.0 ALA BARC Liaison (Farrell) #5.0</b> BARC Liaison Maggie Farrell will provide the committee with relevant updates on the ALA budget, plans to identify financial implications of the SCOE recommendations as well as the re-envisioned MW2021 and an opportunity for discussion.
10:00–10:30 a.m. <b>Discussion</b>	<b>6.0 ALA Governance &amp; Financial Changes (Allen) #5.0, #16.0, #16.1, #17.0</b> The Chair will give an update on the meeting of fiscal officers and the ALA treasurer, highlight reorganization work underway at ALA, review how ALA sets its indirect cost or overhead rate, and consider financial implications of a renegotiated operating agreement.
10:30–10:45 a.m. <b>Information/Discussion</b>	<b>7.0 Review FY19 YTD budget (Allen)</b> <ul style="list-style-type: none"> <li><b>FY19 Third Quarter Report, #4.0, #4.1, #11.0, #12.0, #12.1</b></li> <li><b>FY19 LTI reports #6.0, #6.1, #7.2</b></li> </ul> The committee will review the balances in the long-term investments and endowment accounts.
10:45–11:00 a.m.	<b>BREAK</b>
11:00–11:30 a.m. <b>Information/Discussion</b>	<b>8.0 ACRL Net Asset balance (Allen) #15.0, #20.0, #21.0, #24.0</b> The committee will review the spend down of the ACRL net asset balance (NAB), the NAB guidelines it developed, and consider what the appropriate NAB should be for ACRL. This will help inform staff as they prepare the FY21 budget.
11:30–11:45 a.m. <b>Discussion</b>	<b>9.0 FY20 ACRL budget review (Allen) #7.0, #7.1, #7.2, #8.0, #9.0, #10.0, #14.0</b> The committee will review the changes to the ACRL FY20 budget since Midwinter and discuss whether additional revisions are needed before they make a recommendation to approve the Budget. The Committee will act on the FY20 budget at its Monday meeting.



Time	Item (Document number follows topic and presenter)
11:45 a.m.–Noon <b>Discussion</b>	<b>10.0 Review of next steps and Monday agenda (Allen)</b> The Committee will review the next steps for preparing the FY20 budget recommendation for Board consideration and any changes that may be needed to Monday's agenda.

## Next Meeting

- Monday, June 24, 2019 • 8:00 a.m.–11:30 a.m. • Washington Hilton, DuPont

## Dates to Save

- ALA Midwinter Meeting, Philadelphia, PA: January 24–28, 2020
- ALA Annual Conference, Chicago, IL: June 23–28, 2020
- ALA Midwinter Meeting, Indianapolis, IN: January 22–26, 2021
- ACRL Conference 2021, April 14–17, 2021: Seattle, Washington
- ALA Annual Conference, Chicago, IL: June 24–29, 2021

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

Association of College and Research Libraries  
**Budget and Finance Committee Meeting II**  
**Annual Conference 2019 – Washington, DC**

Monday, June 24, 2019 • 8:00 a.m.–11:30 a.m. • Washington Hilton, DuPont

## Agenda II

### Monday, June 24 • 8:00–11:30 a.m.

Time	Item (Document number follows topic and presenter)
8:00–8:05 a.m.	<b>11.0 Welcome</b> (Allen) The assigned recorders will be reviewed.
8:05–8:50 a.m. <i>Information</i>	<b>12.0 CHOICE Budget</b> (Cummings) <ul style="list-style-type: none"> <li>FY19 YTD budget update/projection #4.0, #4.1</li> <li>FY20 CHOICE budget overview #12.0, #12.1</li> </ul>
8:50–8:55 a.m. <i>Action</i>	<b>13.0 FY20 Budget recommendation</b> (Allen) #7.0, #7.1, #8.0, #9.0, #10.0, #14.0 The Committee will take action on its FY20 budget recommendation to the Board.
8:55–9:25 a.m. <i>Discussion</i>	<b>14.0 FY21 Budget Preliminary Discussion</b> (Allen) <b>#15.0, #16.0, #16.1, #16.2, #17.0, #20.0, #21.0, #22.0, #24.0</b> The committee will review trends in the ACRL budget and consider how to approach preparation of the FY21 budget. This may include discussing implications from the ALA SCOE model recommendation, beginning to prioritize strategic initiatives, as well as taking into consideration the appropriate amount for ACRL to hold in its net asset balance. These discussions will inform how the staff develops the budget for FY21. The FY21 budget assumptions will be reviewed by the ACRL Budget & Finance Committee during fall 2020, and the draft budget will be presented to the Board and Budget & Finance Committee at Midwinter 2021.
9:25–9:35 a.m.	<b>Break</b>
9:35–9:45 a.m. <i>Discussion/Action</i>	<b>15.0 ACRL Advancement Fund Description</b> (Petrowski) <b>#23.0</b> The Budget & Finance Committee will discuss and take action on a request to update the description for the ACRL Advancement Fund to include EDI.

Time	Item (Document number follows topic and presenter)
9:45-9:55 a.m. <b>Discussion</b>	<b>16.0 Dashboard Metrics Review (Allen) #11.0</b> The Committee will discuss the Dashboard Metrics, and whether these are the metrics that will help them quickly see trends and if some metrics should be dropped from the dashboard and others added.
9:55-10:10 a.m. <b>Discussion</b>	<b>17.0 2020 ALA Midwinter Meeting (Allen/Cox) #18.0, #18.1, #18.2</b> The committee will review ACRL leader feedback and consider how it would like to participate at future ALA Midwinter Meetings.
10:10-10:20 a.m. <b>Discussion</b>	<b>18.0 2020 Joint Board &amp; Budget Meeting (Allen)</b> If the committee choose to continue its joint meeting at Midwinter 2020, the committee will identify topics that require coordination between the committee and Board in the coming year. If not meeting in-person at 2020 Midwinter, the committee will discuss how to complete its work virtually.
10:20-10:35 a.m. <b>Discussion</b>	<b>19.0 B&amp;F Annual Work Plan (Allen) #2.0, #3.0</b> The committee's 2018-2019 year-end report will be completed by the Chair with input from the committee. The committee will discuss the work plan for 2019-2020 in order to identify next steps, establish deadlines, and assign responsibility as appropriate.
10:35-11:15 a.m. <b>Discussion</b>	<b>20.0 Unfinished business/new business (Allen)</b> The committee will discuss unfinished business and new business as needed. <ul style="list-style-type: none"> <li>• <b>Fall Budget &amp; Finance Committee New Member Orientation</b> Committee will discuss preference for timing.</li> <li>• <b>FY21 Budget Assumptions draft #24.0</b> Committee will review draft assumptions after Board SPOS meeting Oct 23-25, 2019 and provide comments in time for Fall Executive Committee meeting (date TBD). If time, the Committee will review the FY19 &amp; FY20 assumptions and make suggestions to staff for FY21.</li> <li>• <b>FY19 Annual report (due late October 2019)</b> Allen will prepare as committee chair.</li> <li>• <b>Additional items?</b></li> </ul>
11:15-11:30 a.m.	<b>21.0 Recognition of outgoing Budget &amp; Finance members (Allen)</b> <ul style="list-style-type: none"> <li>• Rickey D. Best</li> <li>• Georgie Lynn Donovan</li> <li>• Karen Munro</li> </ul>
11:30 a.m. <b>Action</b>	<b>22.0 Adjournment (Allen)</b>

## **Dates to Save**

- ALA Midwinter Meeting, Philadelphia, PA: January 24–28, 2020
- ALA Annual Conference, Chicago, IL: June 23–28, 2020
- ALA Midwinter Meeting, Indianapolis, IN: January 22–26, 2021
- ACRL Conference 2021, April 14-17, 2021: Seattle, Washington
- ALA Annual Conference, Chicago, IL: June 24–29, 2021

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## Budget & Finance Committee



### ACRL Budget & Finance Committee I

January 26, 2019

9:00 A.M. – 11:30 A.M.

**Present:** Carolyn Henderson Allen, Chair; Mary Ellen Davis, ACRL Executive Director; Karen Munro, ACRL President-elect; Tara Baillargeon; Kevin Wade Merriman; Erika Dowell; Joe Mocnik; Fannie Cox; Marla Peppers; Brian Rennick; Kristen Totleben; Rickey Best

**Staff:** Allison Payne

**1.0 Allen conducted welcome and introductions with the group.**

**2.0 Allen reviewed expectations and contents of the meeting.**

Kevin Merriman, Joe Mocnik, Rickey Best, and Tara Baillargeon were selected as recorders for today's meeting. Compiler is Carolyn Henderson Allen.

**3.0 Allen states the adoption of the agenda and confirmation of meeting outcomes.**

Approved by ACCLAIM.

**4.0 The minutes from the 2018 Annual Conference:**

They were reviewed and approved. Best motioned and Mocnik seconded with vote being unanimous.

**5.0 ACRL finances were discussed.**

The annual report now includes the new graphics with spreadsheets online. No one reported having any comments from members. Mary Ellen Davis stated that we are on budget, but the first three months does not have much activity to report. Conference registration is at 52% of budget, which is ahead of this time before last conference. Membership continues to slowly decline. In past conference years, membership has slightly increased, but since the 2008 recession, the slight bump during conference numbers no longer occurs.

Advertising revenue continues to decrease. The Framework RoadShow was popular and the revenue from the licensed RoadShows was good. Book publishing is a little under budget, but we are getting royalties from licensing eBooks to EBSCO and ProQuest. LTI is not performing well but changes daily as the market is quite active. The "swap" between ACRL and Choice last year increased ACRL's LTI by \$350,000 in exchange for ACRL providing Choice with \$525,000 from its net asset balance. Thanks to Julia Gelfand and John Culshaw, fundraising for the ACRL

2019 Conference exceeds budget. Allen noted: at the ALA Budget Analysis & Review Committee (BARC) meeting, Allen can ask how ALA decides how much can be withdrawn from the LTI.

The committee asked what is going on in IT? Davis said that consultants from DelCor retained by ALA shared a report with the Board and staff will send it to the committee. The consultants are coming to the Board meeting, including an interim one-year, part-time Chief Information Officer (CIO) to help set priorities; another consultant will be retained to complete an inventory of ALA's digital assets: websites, wikis, blogs, etc. The interim CIO can help give some shape to the subsequent permanent job description; remember we have an ALA Executive Director only until a new one is recruited and hired so it is expected that the new ED will want to shape the final description.

The ACRL net asset balance was discussed. We are no longer in the "say yes to everything mode" because we have spent down the surplus by investing in a number of strategic initiatives for members and the profession. Are there specific strategic initiatives to prioritize? Such as a diversity alliance resident, or the \$10K for each of the goal-areas committees and should we repurpose some of those funds for equity, diversity and inclusion (EDI) initiatives? Professional development funds for staff were budgeted at prior year actuals rather than with additional funds.

**6.0 Davis led a discussion about the ACRL FY20 Preliminary Budget.**

The group agrees to keep the budget per the current draft and continue with the strategy that shaped our recent budget decisions. For example, possibly adjusting the proposed three-year diversity resident with a two-year residency and the option to renew in the third year while budgeting to retain a \$1.9 million net asset balance.

**7.0 Cummings /CHOICE FY20 Preliminary Budget discussion**

The committee welcomed Choice Editor and Publisher Mark Cummings, who gave an overview of the FY20 budget for Choice.

**8.0 Meeting adjourned**





**ACRL Budget & Finance Committee II**  
**Sunday, January 27, 2019**  
**9:00 A.M. - 10:30 A.M.**

**Present:** Carolyn Henderson Allen, Chair; Mary Ellen Davis, ACRL Executive Director; Karen Munroe, ACRL President-elect; Tara Baillargeon; Kevin Wade Merriman; Erika Dowell; Joe Mocnik; Fannie Cox; Marla Pepper; Brian Rennick; Kristen Totleben; Rickey Best;

**Staff:** Mark Cummings, Allison Payne, Mary Jane Petrowski

**Guest:** Maggie Farrell (BARC)

The minutes of the Planning & Budget Committee meeting in New Orleans was reviewed and approved.

Rickey Best and Erika Dowell were selected as recorders for today's meeting.

**1.0 2018 Finalizing Budget Report**

Maggie Farrell reported that the Budget Analysis and Review Committee (BARC) is in the process of finalizing the 2018 budget report. There was a downturn in attendance at the 2018 ALA Midwinter Meeting in Denver, however, Seattle's numbers are looking good. Overall, the exhibitor's registrations are down, which may in part be due to industry consolidation.

ALA is operating with a planned budget deficit. The organization is investing \$8.8 million, in advocacy, fundraising, and IT improvements. There has been an IT study prepared by consultants which recommends the hiring of a CIO. One of the consultants has been hired as an Interim CIO and will be working to improve software and the development of data to be moved from silos in order to be more flexible. A working group has been formed to evaluate and develop data metrics that will allow the organization to evaluate success. The committee asked if ALA has an IT advisory group and was told that there is the ALA Information Technology Advisory Committee (ITAC).

Mary Ellen Davis reported that ACRL has encouraged ALA to consider how future Midwinter Meetings would best support its members. Members have expressed frustration that ALA expects members to attend two business meetings per year while other professional associations only have one conference per year. Trends indicate a revenue decline from Midwinter. BARC will review data and work to conduct a financial analysis to determine the financial impact of doing away with Midwinter as it presently exists, and to determine alternatives to replace it.

Allen suggested that if one of the proposals is to do symposia on site, it won't change the issues affecting Midwinter. It will, however, allow the possibility of going to smaller cities that are cheaper for members. It was suggested that a survey of the membership should be conducted regarding potential changes to Midwinter.

Discussion of the overhead rates charged to Choice, and the possibilities of renegotiating the Operating Agreement, which currently allows revenues from division publications to pay 50% of the ALA Overhead rate. This benefits Choice as Choice maintains its own building and services in addition to the overhead it pays ALA. If it was required to maintain its building plus pay full overhead rate to ALA, it would be out of business soon.

General discussion regarding membership, and what the members are getting for their dues. How are we connecting with our members? A significant question is how to get millennial librarians to actively participate in the association.

## **2.0 ALA Organizational Effectiveness**

Three models for ALA were proposed. First is to keep the organization as it is, with divisions, roundtables, etc. The downside is information is not shared easily with other groups / divisions, and there is some mission overlap.

Second model is for members identifying which professional assignment they most identify with, i.e., academic, public, school and have membership based on those categories. Downside is how would revenues be shared. On the positive side, there is an opportunity for strong communication between the groups, it could have a matrix organizational process similar to an upside-down pyramid. The third model is for informed interest groups, which may introduce the concept of no divisions.

There will be a meeting on Monday, January 28, 2019 at 4:00 p.m. during this Midwinter Meeting to discuss models affecting divisions.

## **3.0 Individual Dues**

The Higher Education Price Index (HEPI) increased 2.6%, allowing the ACRL Board to increase dues by up to that same percentage. Merriman moved and Rennick seconded raising the dues rates according to the HEPI index. Allen will convey the committee's support for a dues increase to the ACRL Board of Directors.

## **4.0 Work Plan**

Should we make recommendations regarding Choice? Particularly in regard to the offhand suggestion from ALA that CHOICE should be paying the full overhead rate, rather than the 50% of the overhead rate as currently stated in the Operating Agreement. Suggested that we should make sure that the work plan aligns with the Strategic Plan for Equity, Diversity and Inclusion.

It was noted that in June the committee should do a review of commitments from the work plan, and to amend page six to include the evaluation of the dashboard and infographics projects.

It was noted that ACRL's budget has a planned deficit. Spending is directed to benefiting the members by providing services. Discussion about whether to increase funding to long term investments. Anything over \$50,000 requires a two-year cycle to notify ALA. No proposal was made at this time to increase the LTI and Davis reminded the group that due to ACRL providing \$525,000 to CHOICE, ACRL received a transfer of \$350,000 from the CHOICE LTI to the ACRL LTI in FY18.

## **5.0 No new business was discussed.**

## **6.0 Dowell moved adjournment, seconded by Merriman. The meeting was adjourned.**



**ACRL Budget & Finance Committee III/Joint Board and Budget & Finance Meeting**  
**Monday, January 28, 2019**  
**8:00 A.M. – 10:00 A.M.**

**Present:** Tara Baillargeon, Ricky Best, Faye A. Chadwell, Fannie M Cox, April D. Cunningham, Emily Daly, Jeanne R. Davidson, Mary Ellen Davis, Georgie Donovan, Erika Dowell, Caroline Fuchs, Kelly Gordon Jacobsma, Carolyn Henderson Allen (Chair), LeRoy Jason LaFleur, Beth McNeil, Kevin Wade Merriman, Cheryl A. Middleton, Karen Munro, Joe Mocnik, Lori J. Ostapowicz-Critz, Marla Peppers, Lauren Pressley and Brian Rennick.

**Staff:** Mark Cummings, Allison Payne, Mary Jane Petrowski

### **1.0 Welcome and Introductions**

Budget and Finance Carolyn Henderson Allen Chair convened the meeting.

### **2.0 Update on CHOICE initiatives (Cummings)**

*Choice* subscriptions are down 12% since FY15, licensing of reviews off 15% for the same time period, and revenues down 7%. *Open Choice* is converting to an open resource and the review template for OER is now available for open use. Print advertising has dropped 17% over the last four years and revenue from sales/licensing of reviews has also gone down. Total unit revenue derived from non-review sources has grown.

Choice has been effective at controlling their costs but are challenged with a burdensome cost structure. The standard overhead rate that units pay to ALA is 26.5%, but per the Operating Agreement between ALA and its divisions, Choice pays half the overhead rate or currently 13.2%. Choice also pays the entire cost of their building in Connecticut, adding \$314,000 to their annual costs. When Choice's own building costs are combined with their ALA overhead cost of 13.2%, their total overhead is over \$700,000. If ALA provided the work space for CHOICE as it does for other ALA units, Choice would have been in the black each year. The purpose of pointing this out is to illustrate that their financial challenges are not caused by financial mismanagement. Cummings also presented a scenario where Choice pays 26% overhead to ALA and it creates a "dire scenario." Cummings asked that people keep this in mind if the issue of Choice paying full overhead to ALA comes up.

Choice can sustain their moderate losses because they are covered by their net asset balance and other initiatives underway. Current initiatives include more broadly publicizing the Outstanding Academic Titles list by publishing excerpts in other publications. Choice Bookstore will make Choice archives an open-access catalog and point of purchase for nonfiction titles. Choice will drive engagement through cross-platform marketing and content linking.

### **3.0 ALA Organizational Effectiveness (Daly/Henderson Allen/Davis)**

As a member of the ALA Steering Committee on Organization Effectiveness (SCOE), Daly shared that details of new organizational models are high level and vague at this point and the revenue model is

unknown. There will be opportunities for feedback between now and the next SCOE meeting in March, but not certain how this will happen yet.

Both Board and B&F Committee members expressed interest in participating in webcasts about the reorganization and having opportunities for information sharing and feedback. A model under discussion includes a scenario where members join and choose a channel (e.g., “academic libraries channel”) with coordination occurring between various channels. In this scenario, there would be a steering committee across channels.

Davis presented an overview of the Operating Agreement between ALA and its divisions, which was last negotiated in 1989. The presentation detailed how ALA and ACRL support each other, which are important considerations as discussions about restructuring move forward. If you have any questions about SCOE’s work, pass them to Emily Daly and she will keep us up-to-date.

#### **4.0 Future of ALA Midwinter**

Attendance at Midwinter is on a steady decline and ALA is looking at scaling down this event to a more regional approach with a focus on youth media awards and leadership. There would also be a focus on a theme or issue that flows across ALA and into the community and meetings could be held in “secondary cities.” Members are encouraged to think about whether meeting in-person is necessary. Some members have concerns about how people will be able to connect with each other (e.g., media award committees discussing selections) and that the new event could end up being exclusionary.

Feedback was sought from Board and B&F members about meeting in-person at future Midwinter Meetings. It was pointed out that difficult questions are more easily asked in-person and there is fear that would be lost with virtual meetings. The suggestion was made that if the committees continue to meet in-person, it would be helpful to schedule the meetings more closely together to avoid Monday and Friday meetings. Not everyone was convinced that face-to-face meetings are necessary but acknowledged the importance of meeting in person at least once a year to establish familiarity. ACRL provides support for virtual meetings through its staffing and licensing virtual meeting platforms such as Zoom and Adobe Connect.

#### **5.0 Membership Report (Petrowski)**

ACRL is in the middle of a three-year pilot project of reduced student dues at a \$5 rate and have begun efforts to assess the impact. Presently, students make up 10% of ACRL’s overall membership and student memberships have increased a great deal since FY 17 (up 30%). ACRL is looking at retention rates and conversion rates for students who become regular members. We won’t know for certain how many renewed or converted until later this year. ACRL is developing marketing videos based on persona research, reaching out to library schools, and offering webcasts targeted to students.

#### **6.0 Next Steps (Henderson Allen)**

The Board and B&F Committee will work closely with Cummings to advise him on Choice. Henderson Allen asked member to consider if there are any issues we are not addressing but need to be addressed. Davis noted that the Board and B&F meeting schedule can be changed, and any changes would need to be decided by Annual, so that meeting requests can be submitted by ALA’s deadlines in the fall. A working group will explore different options for meeting times and report back. The working group will be led by Jeanne Davison and includes April Cunningham, Fannie Cox and Faye Chadwell.

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

### **REVISED Jan. 2019**

#### **Committee**

**Committee Name:** Budget & Finance Committee

#### **Charge/Tasks:**

- 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 the Core Commitment to equity, diversity and inclusion.**

#### **Committee leadership**

2018–2019 Chair: Carolyn Henderson Allen  
2018-2019 Board Liaison: Lauren Pressley  
2018-2019 Board Liaison: Karen Munro  
Staff Liaison: Allison Payne

#### **Submission information**

2018-2019 report and 2018-2019 work plan submitted by: Carolyn Henderson Allen

**2016–17 Year-end Committee Report**

This report will be included in the Committee's official record of activities maintained by the ACRL staff.

**What were the major projects/activities accomplished by your committee in the 2016–17 membership year?**

- Held orientation to the committee for new Board of Directors members at SPOS, on September 14, 2016.
- Held a virtual orientation for new Budget and Finance Committee members on October 6, 2016.
- Recommended a budget for FY2018 to the ACRL Board of Directors at ALA Annual 2017.
- Recommended personal dues rates (including dues for members and deeply discounted dues for students) for FY2018 to the ACRL Board of Directors at ALA Annual 2017.
- Advised as needed on fundraising, including the ACRL conference scholarship campaign.
- Recommended to the ACRL Board of Directors and Executive Director that \$350,000 be moved into the Long Term Investment (LTI) fund when the window to do so next opens.
- Monitored the Leab endowment funds for progress toward the \$50,000 minimum required by ALA. The endowment has now met the minimum required amount.
- Monitored the impact of not charging section dues. Recommended that the Board reinstate the previous section funding model.
- Continued to monitor the current Dashboard Metrics.
- Monitored and discussed the financial outlook for Choice.
- Discussed budget assumptions with the Executive Director and assisted in preparing the final document.

**How did you go about getting them done?**

- Many discussions and routine tasks were accomplished at ALA Annual and Midwinter.
- Reviewed data prepared by staff before making decisions.
- Worked closely with ACRL staff in during the year, including budget preparation and approval, planning orientations, and carrying out projects.
- Held meetings and discussions via web conferencing and conference calls.
- Convened a joint meeting with the ACRL Board of Directors at ALA Midwinter 2017.

**What were the relevant results for your projects?**

- A recommended budget for FY2018 that was approved by the ACRL Board of Directors.
- Dues increase of \$1.00 for personal members and new discounted dues rates of \$5.00 for students.
- Orientation sessions for new Budget and Finance Committee members and new Board members.
- Budget assumptions were revised and a completed document presented.
- The Board of Directors accepted the recommendation to move \$350,000 to the Long Term Investment (LTI) fund when ALA next opens a window to do so. This will be accomplished by transferring funds from the Choice LTI.

**Are any 2016–17 projects ongoing?**

- Continue to study the impact of the new student dues structure on membership.
- Monitor Choice budget and the impact of newly-developed projects on it (especially the new OER database project).
- Several new projects were initiated at ALA Annual 2017 and will be reflected in the 2017/18 work plan

**What worked well?**

- The Executive Director, Associate Director, and other members of the staff provided superior support to the Committee.
- Use of conference calls and online sessions to conduct routine business and orientations.

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

- The decisions and recommendations of the Budget and Finance Committee are well received by the Board of Directors and have a noticeable impact on membership and the operation of ACRL.
- The members of the Budget and Finance Committee are genuinely committed and engaged in its work.

## 2018–19 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** **Develop and recommend budget for FY 2019 to the ACRL Board of Directors**

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Value of Academic Libraries

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ Student Learning

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☒ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: **Budget**

### Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Budget assumptions reviewed and discussed by Budget and Finance Committee	Mid to late October 2019	B & F Committee, Executive Director, Staff Liaison	Staff support
Draft of FY 2019 budget reviewed at ALA Midwinter Meeting	February 2019	B & F Committee, Executive Director, Staff Liaison	Staff support
Final review of draft budget and vote by the Committee to recommend a budget to the ACRL Board of Directors	June 2019	B & F Committee, Executive Director, Staff Liaison	Staff support

**Assessment: How will success be measured?** (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

**Proposed budget presented to the ACRL Board of Directors.**

***\*If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.***



## 2018–2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** Monitor Choice's financial outlook and new product development,

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Value of Academic Libraries

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Student Learning

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☒ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: Budget

### Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Review and discuss Choice financial data at ALA Midwinter and Annual	February 2019 June 2019	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 2019; June 2019	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff support

**Assessment: How will success be measured?** (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

Reports of reviews and discussions and potential recommendations to the Board of Directors regarding proposed actions or new products.

***\*If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.***

## 2018–2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely** or SMART).

<b>Activity/Project Name and brief description:</b> <span style="color: red;">Continued evaluation of dashboard tool.</span>			
Select the <i>single</i> best connection to the <a href="#">ACRL Plan for Excellence</a> and provide a brief sentence connecting your project to the Plan.			
<div style="margin-bottom: 10px;"> <input type="checkbox"/> <b>Value of Academic Libraries</b>  <b>Objective:</b> <input type="checkbox"/>1 <input type="checkbox"/>2 <input type="checkbox"/>3 <input type="checkbox"/>4  <i>Description of connection to specific objective:</i> <span style="color: red;">A sentence is suggested.</span> </div> <div style="margin-bottom: 10px;"> <input type="checkbox"/> <b>Student Learning</b>  <b>Objectives:</b> <input type="checkbox"/>1 <input type="checkbox"/>2 <input type="checkbox"/>3 <input type="checkbox"/>4  <i>Description of connection to specific objective:</i> <span style="color: red;">A sentence is suggested.</span> </div> <div style="margin-bottom: 10px;"> <input type="checkbox"/> <b>Research and Scholarly Environment</b>  <b>Objectives:</b> <input type="checkbox"/>1 <input type="checkbox"/>2 <input type="checkbox"/>3 <input type="checkbox"/>4  <i>Description of connection to specific objective:</i> <span style="color: red;">A sentence is suggested.</span> </div> <div> <input checked="" type="checkbox"/> <b>Supports the programs and services that target education, advocacy, publications, or member engagement.</b>  <i>Description of connection to specific area:</i> <span style="color: red;">Budget and membership</span> </div>			
<b>Timeline:</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 this membership year (expected completion date: _____) <i>Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.</i>			
<b>Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)</b>			
<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial*, technology, staff support)</b>
Continue to monitor the current dashboard model	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff support
Consider potential modifications addressing current issues	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff support
<b>Assessment: How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?</b> <span style="color: red;">Evidence of ongoing assessment and development of the dashboard tool.</span>			

***\*If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.***

## 2018–2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** **Review and recommend dues rates for FY 2019 to the ACRL Board of Directors**

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ **Value of Academic Libraries**

**Objective:** ☐1 ☐2 ☐3 ☐4

**Description of connection to specific objective:** **A sentence is suggested.**

☐ **Student Learning**

**Objectives:** ☐1 ☐2 ☐3 ☐4

**Description of connection to specific objective:** **A sentence is suggested.**

☐ **Research and Scholarly Environment**

**Objectives:** ☐1 ☐2 ☐3 ☐4

**Description of connection to specific objective:** **A sentence is suggested.**

☒ **Supports the programs and services that target education, advocacy, publications, or member engagement.**

**Description of connection to specific area:** **Budget and membership.**

### Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Monitor HEPI data (Higher Education Price Index)	Through the year	ACRL Staff reports HEPI to the B & F Committee	Staff support
Discuss HEPI and dues amounts at ALA Midwinter	February 2019	B & F Committee, Executive Director, Staff Liaison	Staff support
Review HEPI data and possible dues amounts and develop recommendation for personal member dues for FY 2019 to the ACRL Board of Directors.	June 2019	B & F Committee, Executive Director, Staff Liaison	Staff support
Review organizational dues and develop recommendation to Board of Directors	June 2019	B & F Committee, Executive Director, Staff Liaison	Staff support

**Assessment: How will success be measured?** (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

**Presentation of recommendation for FY 2019 personal dues amounts to the Board of Directors.**

## 2018–2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** Friends' disbursements and fundraising activities

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Value of Academic Libraries

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Student Learning

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☒ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: Budget

### Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project.** (add rows as needed)

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Advise the Board on Friends Funds and fundraising activities	Through the year	Executive Director, B & F Committee	Staff support
Advise the Board on the ACRL 2019 Conference Scholarship Campaign	Through the year	Executive Director, B & F Committee	Staff support

**Assessment: How will success be measured?** (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

The key indicator will be the level of giving that is achieved in the Scholarship Campaign and in other categories.

***\*If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.***

## 2018–2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** Advise Board of Directors on potential transfers to the Long Term Investment Fund.

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Value of Academic Libraries

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Student Learning

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☒ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: This represents the effort to ensure long term financial strength so that ACRL can continue to provide a wide range of services to members.

### Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Advise the Board of Directors concerning potential transfers from the net asset balance to the Long Term Investment Fund	June 2019	B & F Committee, Executive Director	Staff support

**Assessment:** How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

Presentation of recommendation on transfers to the Board of Directors.

***\*If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.***

## 2018–2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** **Orientation Sessions – plan and conduct orientations to Budget and Finance Committee for new committee members and new ACRL Board of Directors members.**

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Value of Academic Libraries

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ Student Learning

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☒ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: **Budget**

### Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Survey Committee members for availability	August/September, 2018	ACRL Staff	Staff support
Plan activities for committee members' orientation	August/September 2018	B & F Chair, Staff Liaison, Executive Director	Staff support
Hold committee members' orientation	Late September	B & F Chair, Staff Liaison, Executive Director	Staff support
Plan orientation for new Board of Directors members	August/September 2018	B & F Chair, Staff Liaison, Executive Director	Staff support
Hold orientation for new Board of Directors members	SPOS (September 2018)	B & F Chair, Staff Liaison, Executive Director	Staff support

**Assessment:** How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

**Feedback from new B & F Committee members and feedback from new Board members.**

**\*If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.**



## 2018–2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** Monitor the reduction in fees for student members and its impact on membership numbers.

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Value of Academic Libraries

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Student Learning

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☒ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: Budget and membership.

### Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Monitoring the number of student members and whether membership is changing in response to discounted student fees.	Through the year	B & F Committee, Executive Director, Staff Liaison	Staff support

**Assessment:** How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)? *Presentation of reports on changes in student membership numbers.*

**\*If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.**

## 2018-2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** Info-graphic showing how ACRL uses it funds.

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Value of Academic Libraries

Objective: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Student Learning

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: A sentence is suggested.

☒ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: Member engagement: Development of an info-graphic showing how ACRL uses its funds is an effort at improving members' understanding of the services provided.

### Timeline:

☐ continuous project assigned in charge

☒ short-term project that will be completed this membership year

☐ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Develop an info-graphic to show how ACRL uses dues and other income	Continued review ALA Midwinter 2019	3 member task force from B&F Committee, Chair, ACRL staff	Staff support

**Assessment:** How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

Presentation of a finalized version of the infographic at Midwinter 2018.

**\*If resources are required beyond the \$150 division-level committee basic services funding, please work with your Board Liaison and Staff Liaison to prepare a Board Action Form requesting additional funds.**



## 2018-2019 Committee Work Plan

**Note:** Each activity/project should be reported using the grid below. Copy and paste the grid as many times as needed to detail each activity/project. Plans should be **Specific, Measureable, Attainable, Realistic, and Timely or SMART**).

**Activity/Project Name and brief description:** **Develop guidelines for the level of the net asset balance to be used in making recommendations to the Board of Directors.**

Select the *single* best connection to the [ACRL Plan for Excellence](#) and provide a brief sentence connecting your project to the Plan.

☐ Value of Academic Libraries

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ Student Learning

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☐ Research and Scholarly Environment

Objectives: ☐1 ☐2 ☐3 ☐4

Description of connection to specific objective: **A sentence is suggested.**

☒ Supports the programs and services that target education, advocacy, publications, or member engagement.

Description of connection to specific area: **A sentence is suggested.**

### Timeline:

☐ continuous project assigned in charge

☐ short-term project that will be completed this membership year

☒ multi-year project continuing past this membership year (expected completion date: \_\_\_\_\_) *Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.*

**Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Review the financial data and develop quantitative guidelines for recommending the level of the net asset balance	ALA Midwinter 2019	Three member working group form B&F, B&F Chair, Executive Director, Staff Liaison	Staff support

**Assessment: How will success be measured?** (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

**The presentation of useful guidelines that can be employed to shape future budget recommendations to the Board of Directors.**

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

## 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 19, 2019**, the outgoing chair should post the combined template with only the 2018–19 report section completed to ALA Connect.

The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, and staff liaison should all review and approve the work plan. By **August 9, 2019**, the incoming chair should post the combined template with the 2018–19 report and 2019–20 work plan sections completed to ALA Connect. Projects included in a committee's work plan will be implemented September 2019 through June 2020.

Committee Name & Charge	
Committee Name:	
Charge/Tasks:	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>

2018–19 Leadership (terms: July 1, 2018–June 30, 2019)	
Chair:	
Vice-Chair:	
Board liaison:	
Staff liaison:	
Other leaders:	

2019–20 Leadership (terms: July 1, 2019–June 30, 2020)	
Chair:	
Vice-Chair:	
Board liaison:	
Staff liaison:	
Other leaders:	Optional. List co-chairs, past-chairs, etc. if applicable.

Report & Work Plan Submission			
Year-end report written by:		Date:	
Work plan submitted by:		Date:	

## 2018–19 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 2018–19 membership year (July 1, 2018 to June 30, 2019)?

A brief list is suggested here; reference 2018–2019 work plan projects.

### 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)

### 3. Which if any 2018–19 projects will continue next year?

A brief list is suggested here; reference 2018–2019 work plan projects.

### 4. What worked well?

A brief list is suggested here.

### 5. What could have worked better?

A brief list is suggested here.

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

A brief list is suggested here.

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

Optional

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

Optional

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

Optional

## 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 #1

**Activity Name:**

**Brief Description:**

### Activity #1 Timeline

**How long will this project take?**

- ☐ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past June 30, 2020. Expected completion date:

### ACRL Plan for Excellence

**Check one box below. If applicable, select objective from drop-down.**

☐ **Value of Academic Libraries**

Select from drop-down.

☐ **Student Learning**

Select from drop-down.

☐ **Research and Scholarly Environment**

Select from drop-down.

☐ **New Roles and Changing Landscapes**

Select from drop-down.

☐ **Core Commitment to Equity, Diversity & Inclusion**

☐ **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:**

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)

Activity #1 Assessment
How will success be measured?

## 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 #2

**Activity Name:**

**Brief Description:**

### Activity #2 Timeline

**How long will this project take?**

- ☐ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past June 30, 2020. Expected completion date:

### ACRL Plan for Excellence

**Check one box below. If applicable, select objective from drop-down.**

☐ **Value of Academic Libraries**

Select from drop-down.

☐ **Student Learning**

Select from drop-down.

☐ **Research and Scholarly Environment**

Select from drop-down.

☐ **New Roles and Changing Landscapes**

Select from drop-down.

☐ **Core Commitment to Equity, Diversity & Inclusion**

☐ **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:**



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)

Activity #2 Assessment
How will success be measured?

## 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 #3

**Activity Name:**

**Brief Description:**

### Activity #3 Timeline

**How long will this project take?**

- ☐ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past June 30, 2020. Expected completion date:

### ACRL Plan for Excellence

**Check one box below. If applicable, select objective from drop-down.**

☐ **Value of Academic Libraries**

Select from drop-down.

☐ **Student Learning**

Select from drop-down.

☐ **Research and Scholarly Environment**

Select from drop-down.

☐ **New Roles and Changing Landscapes**

Select from drop-down.

☐ **Core Commitment to Equity, Diversity & Inclusion**

☐ **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:**

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)

Activity #3 Assessment
How will success be measured?

## 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 #4

**Activity Name:**

**Brief Description:**

### Activity #4 Timeline

**How long will this project take?**

- ☐ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past June 30, 2020. Expected completion date:

### ACRL Plan for Excellence

**Check one box below. If applicable, select objective from drop-down.**

☐ **Value of Academic Libraries**

Select from drop-down.

☐ **Student Learning**

Select from drop-down.

☐ **Research and Scholarly Environment**

Select from drop-down.

☐ **New Roles and Changing Landscapes**

Select from drop-down.

☐ **Core Commitment to Equity, Diversity & Inclusion**

☐ **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:**

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)

Activity #4 Assessment
How will success be measured?

## 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 #5

**Activity Name:**

**Brief Description:**

### Activity #5 Timeline

**How long will this project take?**

- ☐ continuous project assigned in charge
- ☐ short-term project that will be completed this membership year
- ☐ multi-year project continuing past June 30, 2020. Expected completion date:

### ACRL Plan for Excellence

**Check one box below. If applicable, select objective from drop-down.**

☐ **Value of Academic Libraries**

Select from drop-down.

☐ **Student Learning**

Select from drop-down.

☐ **Research and Scholarly Environment**

Select from drop-down.

☐ **New Roles and Changing Landscapes**

Select from drop-down.

☐ **Core Commitment to Equity, Diversity & Inclusion**

☐ **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:**

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)

Activity #5 Assessment
How will success be measured?

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



Association of College & Research Libraries  
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 acrl@ala.org, <http://www.acrl.org>



# Memo

To: ACRL Board of Directors  
 ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: June 10, 2019

Re: 3rd Quarter Report (minus May), FY 2019

The attached spreadsheet (Doc 6.1) details the performance for the third quarter of FY2019 (minus May), ending April 20, 2019. An executive summary and highlights of financial performance for ACRL and CHOICE follow.

As a reminder, ACRL's budget is best considered on a two-year cycle due to the ACRL Conference. Revenues and expenses for the Conference are spread across two years creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the CHOICE budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY17 3rd quarter actual so comparisons between two budgets in ACRL conference years can be made.

## Executive Summary

ACRL Total	FY19 3rd Q Actual	FY19 3rd Q Budget	Var.	FY17 3rd Q Actual	Var. FY17 to FY19
Revenues	\$3,936,569	\$3,897,362	\$39,207	\$4,124,878	(\$188,309)
Expenses	\$3,885,952	\$4,202,977	(\$317,025)	\$3,527,143	\$358,809
NET	\$50,617	(\$305,615)	\$356,232	\$597,735	(\$547,118)

CHOICE Total	FY19 3rd Q Actual	FY19 3rd Q Budget	Var.	FY18 3rd Q Actual	Var. FY18 to FY19
Revenues	\$1,668,090	\$1,825,008	(\$156,918)	\$1,833,816	(\$165,726)
Expenses	\$1,947,487	\$1,841,248	\$106,239	\$1,971,554	(\$24,067)
NET	(\$279,397)	(\$16,240)	(\$263,157)	(\$137,738)	(\$141,659)

## ACRL Performance Discussion, FY19 Q3 (excluding May)

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ACRL's 2019 Conference, held in April 2019 was a success and the April performance report reflects this. Total revenues are \$3,936,569 and 1% or \$39,207 greater than the \$3,897,362 budgeted. Total expenses are \$3,885,952 and \$317,025 or 8% less than budgeted expenses of \$4,202,977.

This rosy result is largely a matter of timing and initial internal projections show ACRL ending the year with a deficit of more than -\$400,000 as a result of its planned spend down of its net asset balance, which will still be some savings over the planned deficit of \$-557,452.

### **ACRL Revenues**

#### ***Professional Development***

*ACRL 2019 Conference:* ACRL's biggest revenue generator is the ACRL Conference and the April report contains most of the revenues and expenses although we expect a few more bills and adjustments in May.

- The face-to-face registration figure of 3,102 registrants (third largest ACRL Conference ever, largest Midwest ACRL Conference ever) represents **101%** of our 100% of F2F registration revenue of \$1,289,556 and **98%** of our 100% total registration budget of \$1,328,834, which includes F2F+Virtual conference registration. Actual total registration revenue is \$1,303,305.
- ACRL sold 330 exhibit booths representing 224 companies, 95% of budget with \$844,388 in revenue, rather than the \$900,000 budgeted.
- Colleagues fundraising committee worked exceedingly hard to secure donations; pledges came in at \$407,350 which is 136% of the \$300,000 fundraising goal. Donations in hand total \$379,150 so staff will track down the few remaining payments.
- Thanks in part to ACRL's successful fundraising campaign 170 conference scholarships, totaling a record-breaking \$124,210, for librarians and support staff to attend ACRL 2019 were awarded. Eighty-five of these scholarships (over \$66,000 in value) came from the ACRL Scholarship Campaign; the remainder came from ACRL's operating budget.

*Roadshows* are underperforming in part due to the need to develop new content and are projected to end the year 35% under budget. A RoadShow showcase was held at ACRL 2019 that we hope will drive more interest.

*Webinars* are below budget in part due to the ACRL Conference; less time can be devoted to developing/hosting webinars in the run-up to the conference. More are scheduled in the coming months as well as a series, but we are projecting a 17% shortfall to budget by year-end.

**Membership:** ACRL membership is just 1% below budget, coming in at \$399,567 against a budget of \$402,011. This small decline is actually an improvement over ACRL's slow but steady decline since 2011. Gross revenues for consulting should meet budget by year end with a recent uptick in contracted work.

### **Publishing**

*Serials:* Advertising revenues in *C&RL* are 20% or \$1,133 ahead of budget due to timing and will slightly exceed budget by year end. *C&RL* royalties are 19% below budget, although another payment is expected which should bring us to budget by year end. *C&RL News'* revenues are 1% below budget with online advertising projected to be at slightly below budget by year end while print ads will be slightly above budget. This print trend is most likely attributable to the interest in placing ads prior to the ACRL Conference and will likely reverse in FY20. Classified advertising was at budget at the end of April at \$266,405 and is projected to end the year at budget. Subscriptions to *C&RL News* currently exceed budget by 3% or \$331. *RBM* revenues are 51% above budget due largely to timing; subscription revenues from FY18 were posted in FY19 providing a falsely positive view of revenues this year, as subscribers continue to decline.

*Book sales* are projected to end about 1% below budget, although interestingly sales of print books are below budget while sales of ebooks are up nearly 50% helping close the gross revenue gap. Sales of *Trends & Statistics* and *ACRL Metrics* are doing well, exceeding budgeted gross revenues by 6% or by \$3,811.

### **ACRL Expenses**

Total expenses are \$3,885,952 and \$317,025 or 8% less than budgeted expenses of \$4,202,977. This difference is largely a matter of timing. Direct expenses to budget vary by project, with some expenses below budget and others above. ACRL Conference expenses stayed within budget (a few more bills are still due but will be within budget), technology expenses for Project Outcome are coming in higher than projected, total salaries will be slightly lower due to a vacancy, and there are some savings throughout the projects where not all budgeted projects were initiated.

As always, we will carefully monitor expenses against budget and make adjustments where we can.

### **ACRL Net revenue**

ACRL ended the April 2019 with net revenues of \$50,617 against a budget of \$-305,615 or \$356,232 or 117% better than budget. This is largely timing, and we expect to end the year with a planned deficit, albeit around \$100,000 less than budgeted. Until the final salaries and benefits are applied at year end, it is somewhat challenging to predict year end results and until the staff time study is completed and applied in the fall it is difficult to predict the net revenues for individual projects.

**ACRL LTIs**

ACRL's long-term investments gained ground after the initial loss in the fall, ending with a net asset balance of \$5,084,855. This figure is comprised of the following endowments: Oberly Award at \$37,500, Leab Award at \$59,5239, Atkinson Award at \$188,428, and the ACRL LTI at \$4,799,398.

## Choice Performance Discussion and Full-year Forecast FY19 Q3 (excluding May)

The decision, in mid-January, to write off the expenses incurred in developing the now-discontinued *Open Choice*, our proposed discovery and evaluation service for open educational resources, injected some \$316,236, all unbudgeted, into the FY19 financial reports. Of these, \$139,912 were reported under operating expenses, negatively affecting the net revenue balance shown on Table 1, line 9, below. An additional \$176,324 write-down (line 11) reflects capitalized software development charges and prepaid expenses incurred during prototyping. For full details, see Table 7 in the Expenses section, below.

**Table 1: Choice Unit Performance as of April 2019**

		Apr-19							
Line	CHOICE 404	Budget (Year)	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
1	Beginning Net Assets	2,926,294	2,926,294	2,926,294	0	0%	2,533,295	392,999	15.51%
2	TOTAL REVENUES	2,797,719	1,825,008	1,668,091	(156,917)	-8.6%	1,833,818	(165,727)	-9.04%
3	Total Expenses before OH/Taxes	2,306,083	1,572,945	1,698,614	(125,669)	-8.0%	1,696,059	(2,555)	-0.15%
4	Contribution Margin	491,636	252,063	(30,523)	(282,586)	-112.1%	137,759	(168,282)	-122.16%
5	Overhead	369,299	241,759	220,850	20,909	8.6%	242,064	21,214	8.76%
6	Allocations (575 Main St)	39,815	26,543	28,024	(1,481)	-5.6%	33,432	5,408	16.18%
7	Tax	0	0	0	0	#DIV/0!	0	0	#DIV/0!
8	TOTAL EXPENSES	2,715,197	1,841,247	1,947,488	(106,241)	-5.8%	1,971,555	24,067	1.22%
9	Net Revenue/(Expense) from Ops	82,522	(16,239)	(279,397)	(263,158)	-1620.5%	(137,737)	(141,660)	-102.85%
10	NAB Transfer	(450,000)	(300,000)	0	300,000	-100.0%	0	0	#DIV/0!
11	Open Choice writedown	0	0	176,324	176,324	#DIV/0!	0	176,324	#DIV/0!
12	Net Revenue/(Expense)	532,522	283,761	(455,721)	(739,482)	-260.6%	(137,737)	(317,984)	230.86%
13	Ending Net Asset Balance	3,458,816	3,210,055	2,470,573	(739,482)	-23.0%	2,395,558	75,015	3.13%

**REVENUES**

Choice revenue derives from subscriptions, advertising and sponsored content (including webinars), royalties, and miscellaneous revenue ("Other"), as shown below in Table 2. Through April, Choice revenues are significantly below both budget and prior year. However, as discussed in the sections below, revenue shortfalls in webinars and royalties are either minor or due to timing errors, with minimal effect on actual performance. It is in advertising and sponsored content that the true shortfalls are concentrated.

Table 2: Choice FY19 YTD Unit Revenues

SOURCE	Budget	Actual	Var	% Bud	Prior Year	Var	% Prior
Subscriptions	892,878	903,820	10,942	1.23%	918,170	(14,350)	-1.56%
Advertising/Sponsored Content	414,064	324,708	(89,356)	-21.58%	427,077	(102,369)	-23.97%
Webinars	106,250	80,800	(25,450)	-23.95%	82,250	(1,450)	-1.76%
Royalties	334,816	308,644	(26,172)	-7.82%	318,041	(9,397)	-2.95%
Other \$	77,000	50,119	(26,881)	-34.91%	88,280	(38,161)	-43.23%
<b>Total Revenue</b>	<b>1,825,008</b>	<b>1,668,091</b>	<b>(156,917)</b>	<b>-8.60%</b>	<b>1,833,818</b>	<b>(165,727)</b>	<b>-9.04%</b>

**Subscriptions:** In lockstep with recent performance, Choice print revenues have declined 7% since this time a year ago, while digital revenue (*Choice Reviews*) has declined by a little over 1%. While there certainly remains a core group for whom reviews of new monographs are important, steep declines in spending on monographs coupled with a growing aversion to subscriptions as a business model have—at least up to this point—effectively eliminated the growth opportunity for these publications. That said, we are projecting full-year revenue for *Choice* magazine, *Choice* cards, and *Choice Reviews* at \$1.16MM.

Our other two subscription databases are on track to meet budget this year. Subscriptions to *ccAdvisor* are running ahead of budget, largely because of the timing, but the true strength of the product remains to be tested, as responsibility for subscription sales began migrating to the EBSCO sales force only in April. *Resources for College Libraries* (RCL), which is sold by ProQuest, will come in at or close to budget, with actual performance effectively unknown to us until ProQuest issues its fourth-quarter RCL sales statement.

Table 3: FY19 YTD Subscription Revenue

	Apr-19						
REVENUE							
SUBSCRIPTIONS	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	273,752	263,838	(9,914)	-3.62%	283,756	(19,918)	-7.02%
Choice cards	63,581	62,235	(1,346)	-2.12%	66,918	(4,683)	-7.00%
Subtotal Choice Print	337,333	326,073	(11,260)	-3.34%	350,674	(24,601)	-7.02%
Choice Reviews	459,483	449,766	(9,717)	-2.11%	455,669	(5,903)	-1.30%
Total Choice	796,816	775,839	(20,977)	-2.63%	806,343	(30,504)	-3.78%
ccAdvisor	25,000	39,620	14,620	58.48%	18,573	21,047	113.32%
Resources for College Libraries	71,062	88,361	17,299	24.34%	93,254	(4,893)	-5.25%
<b>TOTAL SUBSCRIPTIONS</b>	<b>892,878</b>	<b>903,820</b>	<b>10,942</b>	<b>1.23%</b>	<b>918,170</b>	<b>(14,350)</b>	<b>-1.56%</b>

**Advertising and Sponsorships:** It is in advertising, and in particular print advertising in *Choice* magazine, that we are experiencing the most significant shortfalls, as our diminished circulation and an industry-wide reassessment of ROI for space ads are now having a major impact on our business. Already some \$58K below last year and \$71K below budget, gross magazine ad sales, which in the period FY15 to FY17 averaged over \$439K a year, are now projected to finish the year around \$280K, at least \$120K below budget in gross sales.

To put this in perspective, it is worth noting that in FY15 total advertising and sponsorship revenue was \$662,474, 62% of which came from advertising in *Choice* magazine. This year, we

project total advertising and sponsorship revenue at \$645,646, a scant \$17K below four years ago, but now *Choice* magazine accounts for only 41% of ad revenues. Our ability to maintain ad revenue at this level, despite the loss of almost \$160K in gross magazine advertising when compared to FY15, is entirely due to the rapid growth of our three so-called content-marketing lines: sponsored webinars, podcasts, and white papers. These programs are posting robust engagement numbers (see the Choice section of the Plan for Excellence Activity Report) and attracting the attention of sponsors, who doubtless find the more targeted audience drawn by these programs better vehicles for brand enhancement than are print or even digital ads. Webinars, while failing to meet budget, will end the year with at least \$164,000 in gross sales (before the split with ACRL), \$37,500 higher than last year.

**Table 4: FY19 YTD Advertising and Sponsorship Revenue**

	Apr-19						
REVENUE							
ADVERT & SPONSHIPS <i>(net)</i>	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Mobile app <i>(deprecated)</i>	0	0	0	#DIV/0!	7,653	(7,653)	-100.0%
Choice magazine	258,000	186,535	(71,465)	-27.70%	244,761	(58,226)	-23.8%
Choice Reviews	129,883	103,756	(26,127)	-20.12%	137,688	(33,932)	-24.6%
Surveys and Podcasts	22,348	31,114	8,766	39.22%	30,517	597	2.0%
ccAdvisor	8,083	7,435	(648)	-8.02%	9,106	(1,671)	-18.4%
Total	418,314	328,840	(89,474)	-21.39%	429,725	(100,885)	-23.5%
Webinars	102,000	76,668	(25,332)	-24.84%	79,722	(3,054)	-3.8%
TOTAL ADVERT & SPONSHIPS	520,314	405,508	(114,806)	-22.06%	509,447	(103,939)	-20.4%

The figures in Table 4, above, summarize year-to-date net sales based on the performance reports, but our internal accounting systems, which track advertising contracts for the full year, tell a more complete story. Based on this information, we are forecasting FY19 full-year ad revenues, net of commissions, as follows:

**Table 5: FY19 Advertising and Sponsorships: Full-year Forecast**

FY19 Advertising Forecast (Net)			
Item	Budget	Forecast	Var
Choice magazine	387,000	270,200	(116,800)
Choice Reviews	194,824	182,663	(12,161)
The Authority File (podcasts)	15,674	27,360	11,687
White papers	29,025	16,625	(12,400)
ccAdvisor	12,125	13,580	1,455
Webinars (net to Choice)	153,000	135,218	(17,782)
TOTAL	791,648	645,646	(146,002)

At \$645,646, these projected revenues constitute a \$146K miss against a budget of \$791,647, accounting for a major source of the unit revenue shortfall.

**Licensing:** Through April, royalty income lags budget by some \$26K because of timing. However, as we have often said at this point, licensing revenue is fairly predictable except during periods of contract renegotiation, and we expect to meet budget for the year.

Table 6: FY19 YTD Licensing Revenue

	Apr-19						
LICENSING							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice	1,000	524	(476)	-47.60%	558	(34)	-6.09%
Choice reviews	333,816	308,120	(25,696)	-7.70%	317,483	(9,363)	-2.95%
RCL	0	0	0	#DIV/0!	0	0	#DIV/0!
Choice Reviews	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL LICENSING	334,816	308,644	(26,172)	-7.82%	318,041	(9,397)	-2.95%

## EXPENSES

A breakdown of the unbudgeted write-down of *Open Choice* expenses is shown in the following table:

Table 7: Open Choice FY19 Write-down			
Software	127,862.50		
Market research	23,500.00		
Total Capex	151,362.50		
Prepaid expenses	24,961.82		
Total (See Table 1, line 11)	176,324.32		
Salaries	103,062.00		
Benefits	32,850.00		
Total Payroll	135,912.00		
Authors	\$ 4,000.00		
Total Outside Services	\$ 4,000.00		
Total Operating Expenses	\$ 139,912.00	Total Net Revenue impact	
<b>TOTAL OPEN CHOICE WRITE-DOWN</b>	<b>\$ 316,236.32</b>	<b>Total NAB impact</b>	

The inclusion of \$139,912 in unbudgeted operating expenses has put the possibility of meeting our expense budget for the year out of reach. But if, in order to evaluate our *operational* efficiency, we temporarily remove this amount from the Payroll and Outside Services lines (see Table 8, below), we find that direct expenses through April would have been almost \$22K better than budget and just shy of \$150K lower than last year at this time. As a result, and again hypothetically, total unit expenses would stand over \$33K better than budget, year to date.

Table 8: FY19 YTD Direct Expenses **before** *Open Choice* Write-down

	Apr-19						
EXPENSES BEFORE WRITE DOWN	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	1,021,722	1,009,258	12,464	1.22%	1,075,517	66,259	6.16%
Outside Services	58,940	132,565	(73,625)	-124.92%	140,804	8,239	5.85%
Travel and Related	35,709	32,057	3,652	10.23%	27,931	(4,126)	-14.77%
Meetings and Conferences	14,650	4,229	10,421	71.13%	6,420	2,191	34.13%
Publication-related	221,920	179,922	41,998	18.92%	198,145	18,223	9.20%
Operating	232,745	205,938	26,807	11.52%	265,036	59,098	22.30%
<b>TOTAL DIRECT EXPENSES</b>	<b>1,585,686</b>	<b>1,563,969</b>	<b>21,717</b>	<b>1.37%</b>	<b>1,713,853</b>	<b>149,884</b>	<b>8.75%</b>
<b>INTERUNIT TRANSFERS</b>	<b>(12,741)</b>	<b>(5,267)</b>	<b>(7,474)</b>	<b>-58.66%</b>	<b>(17,794)</b>	<b>(12,527)</b>	<b>-70.40%</b>
Overhead	241,759	220,850	20,909	8.65%	242,064	21,214	8.76%
Liberty Square	26,543	28,024	(1,481)	-5.58%	33,432	5,408	16.18%
Taxes	0	0	0	#DIV/0!	0	0	#DIV/0!
<b>TOTAL OVERHEAD &amp; TX</b>	<b>268,302</b>	<b>248,874</b>	<b>19,428</b>	<b>7.24%</b>	<b>275,496</b>	<b>26,622</b>	<b>9.66%</b>
<b>TOTAL EXPENSES</b>	<b>1,841,247</b>	<b>1,807,576</b>	<b>33,671</b>	<b>1.83%</b>	<b>1,971,555</b>	<b>163,979</b>	<b>8.32%</b>

Of course, the actual income statement, which includes the write-down, reflects a more sobering reality, shown here in Table 9, with overall expenses running over \$106K (6%) unfavorable to budget. Notable savings actually did occur in other areas, however, especially in Publication-related Expenses, with improvements in this category amounting to almost \$42K, uniformly distributed across a number of lines, including printing, mail service, space advertising, webinar expenses, and order processing. Overall expenses benefited (*sic*) further from reduced overhead payments, the result of lower-than-budgeted revenues.

Table 9: FY19 Expenses **including** *Open Choice* Write-down

	Apr-19						
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	1,021,722	1,145,170	(123,448)	-12.08%	1,075,517	(69,653)	-6.48%
Outside Services	58,940	136,565	(77,625)	-131.70%	140,804	4,239	3.01%
Travel and Related	35,709	32,057	3,652	10.23%	27,931	(4,126)	-14.77%
Meetings and Conferences	14,650	4,229	10,421	71.13%	6,420	2,191	34.13%
Publication-related	221,920	179,922	41,998	18.92%	198,145	18,223	9.20%
Operating	232,745	205,938	26,807	11.52%	265,036	59,098	22.30%
<b>TOTAL DIRECT EXPENSES</b>	<b>1,585,686</b>	<b>1,703,881</b>	<b>(118,195)</b>	<b>-7.45%</b>	<b>1,713,853</b>	<b>9,972</b>	<b>0.58%</b>
<b>INTERUNIT TRANSFERS</b>	<b>(12,741)</b>	<b>(5,267)</b>	<b>(7,474)</b>	<b>-58.66%</b>	<b>(17,794)</b>	<b>(12,527)</b>	<b>-70.40%</b>
Overhead	241,759	220,850	20,909	8.65%	242,064	21,214	8.76%
Liberty Square	26,543	28,024	(1,481)	-5.58%	33,432	5,408	16.18%
Taxes	0	0	0	#DIV/0!	0	0	#DIV/0!
<b>TOTAL OVERHEAD &amp; TX</b>	<b>268,302</b>	<b>248,874</b>	<b>19,428</b>	<b>7.24%</b>	<b>275,496</b>	<b>26,622</b>	<b>9.66%</b>
<b>TOTAL EXPENSES</b>	<b>1,841,247</b>	<b>1,947,488</b>	<b>(106,241)</b>	<b>-5.77%</b>	<b>1,971,555</b>	<b>24,067</b>	<b>1.22%</b>

After the various additions and subtractions to Choice financials, as shown in Table 1, we ended April with our net asset balance (NAB) standing at \$2,470,573, thanks, of course, to the investment of ACRL in the development of *Open Choice*. This is represented by a series of transactions last year, shown here in Table 10. The net effect of these transfers was to increase the Choice NAB by some \$525K, now reduced by \$316,236 in *Open Choice* charges:



Table 10: ACRL/Choice Exchanges

		ACRL		Choice	
		To Choice	From Choice	To ACRL	From ACRL
FY18	ACRL NAB to Choice NAB (grant)	(175,000)			175,000
FY18	ACRL NAB to Choice NAB ("swap" for endowment funds from Choice)	(350,000)			350,000
FY18	Choice Endowment to ACRL Endowment ("swap")		350,000	(350,000)	
	<i>Total</i>	(525,000)	350,000	(350,000)	525,000

## FY19 FORECAST

Table 11 gives an overview of expected full-year revenues and expenses for Choice. Worth noting is the fact that for FY19, Choice will contribute \$345K to the ALA General Fund through its "overhead" payment.

Table 11: Choice FY19 Full-year Forecast

The projected operating deficit of -\$214,519 is primarily the result of the combination of the unbudgeted write-down of the *Open Choice* expenses of \$139,912 and the underperformance of advertising by \$146,001.

CHOICE 404	Budget	Projection	Var	% Budget
Total Revenue	2,797,820	2,605,038	(192,782)	-6.89%
Total Expenses	2,715,197	2,819,557	(104,360)	-3.84%
<b>NET REVENUE/(EXPENSE)</b>	<b>82,623</b>	<b>(214,519)</b>	<b>(297,142)</b>	<b>-359.64%</b>

REVENUE	Budget	Projection	Var	% Budget
<b>SUBSCRIPTIONS</b>				
Choice magazine	410,628	398,309	(12,319)	-3.00%
Choice cards	95,372	93,465	(1,907)	-2.00%
Subtotal Choice Print	506,000	491,774	(14,226)	-2.81%
Choice Reviews	689,224	668,547	(20,677)	-3.00%
Total Choice	1,195,224	1,160,321	(34,903)	-2.92%
ccAdvisor	37,500	37,500	0	0.00%
Resources for College Libraries	142,225	142,225	0	0.00%
<b>TOTAL SUBSCRIPTIONS</b>	<b>1,374,949</b>	<b>1,340,046</b>	<b>(34,903)</b>	<b>-2.54%</b>
<b>TOTAL ADS &amp; SPONSORSHIPS</b>	<b>791,647</b>	<b>645,646</b>	<b>(146,001)</b>	<b>-18.44%</b>
<b>TOTAL LICENSING</b>	<b>517,224</b>	<b>516,248</b>	<b>(976)</b>	<b>-0.19%</b>
<b>TOTAL OTHER REVENUE</b>	<b>114,000</b>	<b>103,098</b>	<b>(10,902)</b>	<b>-9.56%</b>

<b>EXPENSES</b>	<b>Budget</b>	<b>Projection</b>	<b>Var</b>	<b>% Budget</b>
Payroll and Related	1,562,713	1,695,544	(132,831)	-8.50%
Outside Services	56,410	67,692	(11,282)	-20.00%
Travel and Related	49,175	59,010	(9,835)	-20.00%
Meetings and Conferences	21,400	16,050	5,350	25.00%
Publication-related	324,924	298,930	25,994	8.00%
Operating	344,118	316,589	27,529	8.00%
<b>TOTAL DIRECT EXPENSES</b>	<b>2,358,740</b>	<b>2,453,815</b>	<b>(95,075)</b>	<b>-4.03%</b>
<b>INTERUNIT TRANSFERS</b>	<b>(52,657)</b>	<b>(5,165)</b>	<b>(47,492)</b>	<b>-90.19%</b>
Overhead	369,299	345,168	24,131	6.53%
Liberty Square	39,815	24,323	15,492	38.91%
Taxes	0	0	0	n/a
<b>TOTAL OVERHEAD &amp; TX</b>	<b>409,114</b>	<b>369,491</b>	<b>39,623</b>	<b>9.69%</b>

	A	I	J	K	L	M	N	O	P
1	6/11/2019 15:19	FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
2	Sources of Revenue	BUDGET	3rd Quarter	3rd Quarter	From	From	3rd Quarter	From 2017	From 2017
3			Budget	Actual	Budget	Budget	Actual	Actual	Actual
4	BEGINNING RESERVE LEVELS:								
5	*Reserve Sept. 1: ACRL Op. Reserve Fund	\$3,430,260	\$3,430,260	\$3,430,260	\$0	0.00%	\$4,389,385	(\$959,125)	-21.85%
6	Reserve Sept. 1: ACRL LTI Fund (inc. awards)	\$4,956,786	\$4,956,786	\$4,956,786	\$0	0.00%	\$3,567,882	\$1,388,904	38.93%
7	Reserve Sept. 1: CHOICE Fund	\$2,926,294	\$2,926,294	\$2,926,294	\$0	0.00%	\$2,533,295	\$392,999	15.51%
8	Reserve Sept. 1: CHOICE LTI Fund	\$572,349	\$572,349	\$572,349	\$0	0.00%	\$880,575	(\$308,226)	-35.00%
9									
10	Subtotal	\$11,885,689	\$11,885,689	\$11,885,689	\$0	0.00%	\$11,371,137	\$514,552	4.53%
11	ACRL LTI Net Interest (not inc. awards)	\$84,462	\$56,308	\$121,351	\$65,043	115.51%	\$198,408	(\$77,057)	-38.84%
12									
13	MEMBERSHIP DUES AND OTHER								
14	Dues	\$603,016	\$402,011	\$399,567	(\$2,443)	-0.61%	\$424,885	(\$25,318)	-5.96%
15	Standards, Consulting & Licensing Fees	\$131,300	\$75,367	\$96,286	\$20,919	27.76%	\$48,025	\$48,262	100.49%
16	Misc. Donations	\$0	\$0	\$0	\$0	N/A	\$3,500	(\$3,500)	N/A
17	Awards	\$16,400	\$4,100	\$3,000	(\$1,100)	N/A	\$1,000	\$2,000	N/A
18	Special Events	\$12,500	\$4,500	\$14,550	\$10,050	N/A	\$10,280	\$4,270	41.54%
19	Diversity Alliance	\$26,490	\$17,660	\$26,500			\$14,450		
20	Subtotal	\$789,706	\$503,637	\$539,903	\$36,266	7.20%	\$502,139	\$37,764	7.52%
21									
22	PUBLICATIONS								
23	CHOICE	\$2,797,719	\$1,825,008	\$1,668,090	(\$156,918)	-8.60%	\$1,833,816	(\$165,726)	-9.04%
24	C&RL	\$16,592	\$11,996	\$12,279	\$282	2.35%	\$18,860	(\$6,582)	-34.90%
25	C&RL News	\$614,167	\$417,720	\$411,880	(\$5,840)	-1.40%	\$424,517	(\$12,637)	-2.98%
26	RBM	\$30,912	\$16,006	\$24,222	\$8,217	51.34%	\$19,316	\$4,906	2.76%
27	Nonperiodical Publications	\$344,320	\$231,008	\$253,141	\$22,133	9.58%	\$177,731	\$75,410	103.55%
28	Library Statistics	\$117,740	\$62,446	\$66,257	\$3,811	6.10%	\$72,827	(\$6,570)	-9.02%
29									
30	Subtotal	\$3,921,450	\$2,564,184	\$2,435,868	(\$128,315)	-5.00%	\$2,547,068	(\$111,199)	-4.37%
31									
32	EDUCATION								
33	*Institutes	\$207,499	\$10,000	\$120	(\$9,880)	-98.80%	\$47,950	(\$47,830)	N/A
34	ACRL Conference	\$2,500,922	\$2,500,922	\$2,535,167	\$34,245	N/A	\$2,725,930	(\$190,763)	-7.00%
35	Pre-Conferences & Workshops	\$344,713	\$83,333	\$47,295	(\$36,038)	-43.25%	\$48,495	(\$1,200)	-2.47%
36	Annual Conference Programs	\$16,000	\$6,400	\$0	(\$6,400)	N/A	\$14,300	(\$14,300)	N/A
37	Web-CE	\$81,020	\$53,894	\$46,305	(\$7,589)	-14.08%	\$72,812	(\$26,507)	-36.40%
38									
39	Subtotal	\$3,150,154	\$2,654,549	\$2,628,887	(\$25,662)	-0.97%	\$2,909,487	(\$280,600)	-9.64%
40									
41	FUNDED PROJECTS								
42	IMLS Grant (49) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	(\$47,950)	N/A
43	Project Outcome	\$0	\$0	\$0	\$0	N/A	\$0		
44	SPECIAL PROGRAMS								
45	Friends of ACRL--Restricted	\$0	\$0	\$0	\$0	N/A	\$61,150	(\$14,300)	N/A
46	Friends of ACRL--Operating	\$0	\$0	\$0	\$0	N/A	\$0	(\$72,812)	N/A
47									
48									
49	TOTAL REVENUE	\$7,861,310	\$5,722,370	\$5,604,659	(\$117,711)	-2.06%	\$5,958,694	(\$354,035)	-5.94%
50	CHOICE REVENUE	\$2,797,719	\$1,825,008	\$1,668,090	(\$156,918)	-8.60%	\$1,833,816	(\$165,726)	-9.04%
51									
52	TOTAL REV. W/O CHOICE	\$5,063,591	\$3,897,362	\$3,936,569	\$39,207	1.01%	\$4,124,878	(\$188,309)	-4.57%
53									
54	TOTAL REV. W/O CHOICE or ACRL Conf.	\$2,562,669	\$1,396,440	\$1,401,401	\$4,961	0.36%	\$1,398,947	\$2,454	0.18%

	A	I	J	K	L	M	N	O	P
55									
56		FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
57	OBJECT OF EXPENSE	BUDGET	3rd Quarter	3rd Quarter	From	From	3rd Quarter	From 2017	From 2017
58	MEMBERSHIP ACTIVITIES	Budget	Budget	Actual	Budget	Budget	Actual	Actual	Actual
59	Membership Services*	\$18,805	\$149,782	\$75,993	(\$73,788)	-49.26%	\$72,029	\$3,964	5.50%
60	Exec. Cttee. & Board	\$256,972	\$148,641	\$84,654	(\$63,987)	-43.05%	\$79,566	\$5,088	6.39%
61	Advisory	\$67,149	\$44,097	\$20,611	(\$23,486)	-53.26%	\$27,533	(\$6,922)	-25.14%
62	Standards	\$12,856	\$8,019	\$5,714	(\$2,304)	-28.74%	\$2,680	\$3,034	113.21%
63	Awards	\$43,559	\$22,574	\$2,060	(\$20,513)	N/A	\$4,812	(\$2,752)	N/A
64	Chapters	\$19,262	\$12,623	\$2,900	(\$9,723)	-77.03%	\$1,970	\$930	47.19%
65	Committees	\$129,337	\$78,906	\$2,685	(\$76,221)	-96.60%	\$5,595	(\$2,910)	N/A
66	Sections	\$119,962	\$66,781	\$9,986	(\$56,795)	-85.05%	\$7,551	\$2,435	32.25%
67	C&RL Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
68	C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
69	Liaisons to Higher Ed. Organizations	\$74,586	\$48,334	\$18,089	(\$30,245)	-62.58%	\$24,384	(\$6,295)	-25.82%
70	Special Events	\$28,457	\$17,248	\$10,604	(\$6,644)	-38.52%	\$5,030	\$5,574	N/A
71	Information Literacy	\$32,600	\$24,232	\$37,370	\$13,138	54.22%	\$39,694	(\$2,324)	-5.85%
72	Scholarly Communications	\$143,353	\$91,806	\$76,860	(\$14,946)	-16.28%	\$26,355	\$50,505	191.63%
73	Value of Academic Libraries	\$113,675	\$53,000	\$10,096	(\$42,903)	-80.95%	\$16,390	\$4,110	25.08%
74	Government Relations	\$60,950	\$33,238	\$20,500	(\$12,738)	-38.32%	\$12,186	(\$436)	N/A
75	Scholarships	\$101,000	\$68,895	\$11,750	(\$57,145)	N/A	\$60,025	(\$48,275)	N/A
76	Annual Conference Programs	\$71,374	\$18,110	\$500	(\$17,610)	-97.24%	\$3	\$497	N/A
77	Diversity Alliance	\$28,148	\$17,816	\$10,492	(\$7,323)	-41.11%	\$492	\$10,001	N/A
78	New Roles Changing Landscapes	\$17,970	\$4,988	\$0	(\$4,988)	-100.00%	\$0	\$0	N/A
79	Project Outcome	\$200,049	\$134,078	\$143,318	\$9,240	6.89%	\$0	\$143,318	N/A
80	Subtotal	\$1,540,065	\$1,043,166	\$544,181	(\$498,985)	-47.83%	\$386,295	\$157,886	40.87%
81	SPECIAL PROJECTS								
82	Friends of ACRL--Restricted	\$0	\$0	\$75,805	\$75,805	N/A	\$61,150	\$14,655	N/A
83	Friends of ACRL--Operating	\$81,878	\$57,626	\$10,522	(\$47,104)	-81.74%	\$13,339	(\$2,817)	-21.12%
84									
85									
86	Subtotal	\$81,878	\$57,626	\$86,327	\$28,701	49.81%	\$13,339	\$72,988	547.17%
87									
88	PUBLICATIONS								
89	CHOICE	\$2,715,197	\$1,841,248	\$1,947,487	\$106,239	5.77%	\$1,971,554	(\$24,067)	-1.22%
90	C&RL	\$74,048	\$28,021	\$9,438	(\$18,583)	-66.32%	\$15,591	(\$6,153)	-39.46%
91	C&RL News	\$576,586	\$369,944	\$184,998	(\$184,946)	-49.99%	\$173,581	\$11,417	6.58%
92	RBM	\$25,492	\$13,651	\$9,263	(\$4,388)	-32.14%	\$15,789	(\$6,526)	-41.33%
93	Nonperiodical Publications	\$322,221	\$198,394	\$83,886	(\$114,508)	-57.72%	\$84,401	(\$515)	-0.61%
94	Library Statistics	\$89,389	\$91,666	\$70,475	(\$21,191)	-23.12%	\$34,406	\$36,069	104.83%
95									
96	Subtotal	\$3,802,933	\$2,542,924	\$2,305,548	(\$237,376)	-9.33%	\$2,295,323	\$10,225	0.45%
97									
98	EDUCATION								
99	Institutes	\$203,731	\$25,790	\$24,776	(\$1,013)	-3.93%	\$55,364	(\$30,588)	-55.25%
100	ACRL Conference	\$2,282,532	\$2,139,155	\$1,861,726	(\$277,430)	-12.97%	\$1,808,566	\$53,159	2.94%
101	Pre-Conf & Workshops	\$364,100	\$187,733	\$31,440	(\$156,293)	-83.25%	\$19,318	\$12,122	62.75%
102	Web-CE	\$57,029	\$31,087	\$21,129	(\$9,958)	-32.03%	\$18,188	\$2,941	16.17%
103									
104	Subtotal	\$2,907,392	\$2,383,765	\$1,939,071	(\$444,694)	-18.66%	\$1,901,437	\$37,634	1.98%
105									
106	FUNDED PROJECTS								
107	IMLS Grant Cost Share (12) - Operating	\$0	\$0	\$0	\$0	N/A	\$870	(\$870)	N/A
108	IMLS Grant (47) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
109									
110	**UNALLOCATED ADMIN. EXPENSES**	\$3,974	\$16,744	\$1,034,116	\$1,017,372	n/a	\$901,433	\$132,683	N/A
111	TOTAL EXPENSES	\$8,336,241	\$6,044,225	\$5,833,439	(\$210,786)	-3.49%	\$5,498,698	\$334,742	6.09%
112	CHOICE EXPENSES	\$2,715,197	\$1,841,248	\$1,947,487	\$106,239	5.77%	\$1,971,554	(\$24,067)	-1.22%
113									
114	TOTAL EXP. W/O CHOICE	\$5,621,043	\$4,202,977	\$3,885,952	(\$317,025)	-7.54%	\$3,527,143	\$358,809	10.17%
115									
116	TOTAL EXP. W/O CHOICE or ACRL Conf.	\$3,338,512	\$2,063,822	\$2,024,226	(\$39,595)	-1.92%	\$1,718,577	\$305,650	17.79%

	A	I	J	K	L	M	N	O	P
117									
118		FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
119	NET REVENUE & FUND BALANCES	BUDGET	3rd Quarter	3rd Quarter	From	From	3rd Quarter	From 2017	From 2017
120		3rd Quarter	Budget	Actual	Budget	Budget	Actual	Actual	Actual
121	Net W/O CHOICE	(\$557,452)	(\$305,615)	\$50,617	\$356,232	-116.56%	\$597,735	(\$547,118)	-91.53%
122	CHOICE Net	\$82,522	(\$16,240)	(\$279,397)	(\$263,157)	1620.39%	(\$137,738)	\$153,978	-111.79%
123	Write down of Open Choice develop expenses	\$0	\$0	\$176,324	\$176,324	N/A	\$0	(\$141,659)	N/A
124	CHOICE Ending Operating Balance	\$3,008,816	\$2,910,054	\$2,470,573	\$439,481	15.10%	\$2,395,557	\$75,016	3.13%
125	Added to ACRL LTI Fund	\$350,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A
126	Ending net asset balance: ACRL	\$2,522,808	\$3,124,645	\$3,480,877	\$356,232	11.40%	\$4,987,120	(\$1,506,243)	-30.20%
127	Mandated Operating Reserve: ACRL	\$989,273	\$989,273	\$989,273	\$0	0.00%	\$886,316	\$102,957	11.62%
128									
129	*Note: Beginning in FY10, the Edu. category "Prof. Development" renamed "Institutes" which includes the National Immersion Institute, Regional Immersion Institute, and Immersion Assessment projects. The RBMS reg								
130	** Note: Salaries and operating costs are allocated to each budget project at the end of each fiscal year and are no longer presented as a separate line item.								
131	***Note: IMLS budgeted cost share expenses are not included in the ACRL annual or quarterly budgeted expense totals. Actual cost share expenses are included in the actual expense total.								
132	ENDING RESERVE LEVELS								
133	ACRL Operating Reserve Fund	\$2,522,808	\$3,124,645	\$3,480,877	\$356,232	11.40%	\$4,987,120	(\$1,506,243)	-30.20%
134	ACRL LTI Funds (inc. award endowments)	\$5,272,549	\$4,933,961	\$5,084,855	\$150,894	3.06%	\$3,780,462	\$1,304,393	34.50%
135	CHOICE Operating Reserve Fund	\$3,008,816	\$2,910,054	\$2,470,573	(\$439,481)	-15.10%	\$2,395,557	\$75,016	3.13%
136	CHOICE LTI Fund	\$546,654	\$555,219	\$581,055	\$25,836	4.65%	\$923,359	(\$342,304)	-37.07%
137									
138									
139									
140									-31.99%
141									
142									
143	DEFINITIONS								
144	Lines 5 and 7 represent the total net cash balance of ACRL and CHOICE as of September 1, the beginning of the fiscal year; and the projected net worth for the								
145	budgeted years as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.								
146	Lines 6 and 8 represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.								
147	Line 10, the subtotal, represents the total net worth of the four Lines 5-8. The totals shown on the line are not reflected any other place in the budget.								
148	Line 14 is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.								
149	Line 33 is the total revenue from the Immersion Institutes.								
150	Line 35 is the total revenue from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
151	Line 53 represents the total revenue as shown on the subtotal lines for membership dues (Line 20), publications (Line 30), education (Line 39), and special programs								
152	(Friends of ACRL-operating) (Line 46), minus CHOICE revenue (Line 50).								
153	Line 54 shows total ACRL revenue (Line 49) minus revenue generated from ACRL Conferences (Line 34) and CHOICE (Line 50).								
154	Line 99 shows total expense from the Immersion Institutes.								
155	Line 104 shows total expenses from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
156	Line 111 represents the total expenses shown on subtotal lines for membership activities (Line 80), special projects (Line 86), publications (Line 96), education (Line								
157	104), funded projects (Line 107), and unallocated administrative expenses (Line 110).								
158	Line 114 shows the total expenses for ACRL and represents the expenses shown on Line 111, total expenses, minus Line 112, CHOICE expenses.								
159	Line 116 shows total ACRL expenses (Line 111) minus ACRL Conference expenses (Line 100) and CHOICE (Line 112).								
160	Line 121 shows net without CHOICE and is equal to the total revenues budgeted on Line 52 less the total expenses budgeted on Line 114.								
161	Line 122 shows the CHOICE net and is equal to the total revenues budgeted on Line 50 less the total expenses budgeted on Line 112.								
162	Line 123 shows funds transferred from CHOICE operating fund balance (Line 124) into CHOICE's long-term investment.								
163	Line 135 - CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.								
164	Line 127 shows funds transferred from ACRL operating fund balance (Line 133) into ACRL's long-term investment.								
165	Line 133 - ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward with								
166	each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 5 operating fund balance plus Line 121 net without								
167	CHOICE, minus Line 125, funds added to ACRL long-term investment.								
168	Line 127 - Mandated Operating Reserve								
169	The sum of 25% of the average operating expense Line 114, based on the four most recently completed years.								
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**Fund: LT Endowment Funds/34&35&36: LT Endowment Funds**  
**Unit\_Project: ACRL: 403**

April 2019			
Actual	Budget	Prior Year Actual	
4,956,786	0	4,180,025	(3000) BEGINNING NET ASSETS
7,732	9,643	5,850	(4420) INT/DIV
7,732	9,643	5,850	(440) Subtotal Misc.
7,732	9,643	5,850	Total Revenues
2,596	2,133	2,254	(5122) BANK S/C
2,596	2,133	2,254	(510) Outside Services
0	0	0	(5523) POSTAGE/E-MAIL
0	0	0	(550) Operating Expenses
2,596	2,133	2,254	Total Direct Expenses
0	10,363	0	(5904) TRANSFER TO/FROM ENDOWMENT
0	10,363	0	(52) Total Indirect Expenses
2,596	12,496	2,254	Total Expenses Before OH and Taxes
5,137	-2,853	3,596	Contribution Margin

**American Library Association**  
**Performance Report**  
**For the 08 Months Ending April 2019**

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	4,956,786	0	4,956,786	100%	4,180,025	-4,956,786
115,718	129,575	77,145	52,430	68%	91,637	-13,857
115,718	129,575	77,145	52,430	68%	91,637	-13,857
115,718	129,575	77,145	52,430	68%	91,637	-13,857
25,598	19,635	17,065	-2,570	-15%	17,042	5,963
25,598	19,635	17,065	-2,570	-15%	17,042	5,963
0	389	0	-389	-100%	593	-389
0	389	0	-389	-100%	593	-389
25,598	20,024	17,065	-2,959	-17%	17,635	5,574
124,357	0	82,905	82,905	100%	0	124,357
124,357	0	82,905	82,905	100%	0	124,357
149,955	20,024	99,970	79,946	80%	17,635	129,931
-34,237	109,551	-22,825	132,375	580%	74,002	-143,788

**Fund: LT Endowment Funds/34&35&36: LT Endowment Funds**  
**Unit\_Project: ACRL: 403**

April 2019			
Actual	Budget	Prior Year	
		Actual	
<b>2,596</b>	<b>12,496</b>	<b>2,254</b>	<b>TOTAL EXPENSES</b>
<b>5,137</b>	<b>-2,853</b>	<b>3,596</b>	<b>Net Rev / (Expense) From Operations</b>
19,747	0	5,844	(4422) ENDOWMENT GAIN/LOSS-REALIZED
119,151	0	11,109	(4423) ENDWMNT GAIN/LOSS-UNREALIZED
0	0	0	(5900) Transfer To Endowment
<b>144,034</b>	<b>-2,853</b>	<b>20,548</b>	<b>Net Rev / (Expense)</b>
<b>5,100,819</b>	<b>-2,853</b>	<b>4,200,573</b>	<b>Ending Net Asset Balance</b>

**American Library Association**  
**Performance Report**  
**For the 08 Months Ending April 2019**

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year	Remaining
					Actual	Current Budget
<b>149,955</b>	<b>20,024</b>	<b>99,970</b>	<b>79,946</b>	<b>80%</b>	<b>17,635</b>	<b>129,931</b>
<b>-34,237</b>	<b>109,551</b>	<b>-22,825</b>	<b>132,375</b>	<b>580%</b>	<b>74,002</b>	<b>-143,788</b>
0	92,601	0	92,601	100%	128,601	-92,601
0	-74,083	0	-74,083	-100%	-559	74,083
0	0	0	0	0%	0	0
<b>-34,237</b>	<b>128,069</b>	<b>-22,825</b>	<b>150,894</b>	<b>661%</b>	<b>202,044</b>	<b>-162,306</b>
<b>-34,237</b>	<b>5,084,855</b>	<b>-22,825</b>	<b>5,107,679</b>	<b>22378%</b>	<b>4,382,069</b>	<b>-5,119,092</b>



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**Fund: LT Endowment Funds/34&35&36: LT Endowment Funds**  
**Unit\_Project: ASSOC/COLL & RES LIB-OBBERLY: 403-3651**

April 2019			
Actual	Budget	Prior Year Actual	
36,483	0	32,593	(3000) BEGINNING NET ASSETS
61	82	50	(4420) INT/DIV
61	82	50	(440) Subtotal Misc.
61	82	50	Total Revenues
21	18	19	(5122) BANK S/C
21	18	19	(510) Outside Services
21	18	19	Total Direct Expenses
21	18	19	Total Expenses Before OH and Taxes
41	64	31	Contribution Margin
21	18	19	TOTAL EXPENSES
41	64	31	Net Rev / (Expense) From Operations

**American Library Association**  
**Performance Report**  
**For the 08 Months Ending April 2019**

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	36,483	0	36,483	100%	32,593	-36,483
982	1,024	655	369	56%	819	-42
982	1,024	655	369	56%	819	-42
982	1,024	655	369	56%	819	-42
217	155	145	-10	-7%	151	62
217	155	145	-10	-7%	151	62
217	155	145	-10	-7%	151	62
217	155	145	-10	-7%	151	62
765	869	510	359	70%	668	-104
217	155	145	-10	-7%	151	62
765	869	510	359	70%	668	-104

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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds  
Unit\_Project: ASSOC/COLL & RES LIB-OBERLY: 403-3651

April 2019		
Actual	Budget	Prior Year Actual
156	0	50 (4422) ENDOWMENT GAIN/LOSS-REALIZED
942	0	94 (4423) ENDWMNT GAIN/LOSS-UNREALIZED
1,138	64	174 Net Rev / (Expense)
37,621	64	32,767 Ending Net Asset Balance

American Library Association  
Performance Report  
For the 08 Months Ending April 2019

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	732	0	732	100%	1,137	-732
0	-583	0	-583	-100%	136	583
765	1,017	510	507	99%	1,941	-252
765	37,500	510	36,990	7253%	34,534	-36,735

**Fund: LT Endowment Funds/34&35&36: LT Endowment Funds**  
**Unit\_Project: ASSOC/COLL & RES LIB-LEAB/RBMS ENDWMNT: 403-3653**

**American Library Association**  
**Performance Report**  
**For the 08 Months Ending April 2019**

April 2019		
Actual	Budget	Prior Year Actual
58,506	0	53,711
(3000) BEGINNING NET ASSETS		

87	118	71	(4420) INT/DIV
87	118	71	(440) Subtotal Misc.
87	118	71	Total Revenues

29	26	27	(5122) BANK S/C
29	26	27	(510) Outside Services

0	0	0	(5523) POSTAGE/E-MAIL
0	0	0	(550) Operating Expenses
29	26	27	Total Direct Expenses

29	26	27	Total Expenses Before OH and Taxes
58	92	44	Contribution Margin

29	26	27	TOTAL EXPENSES
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Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	58,506	0	58,506	100%	53,711	-58,506

1,411	1,457	941	517	55%	1,139	-46
1,411	1,457	941	517	55%	1,139	-46
1,411	1,457	941	517	55%	1,139	-46

312	221	208	-13	-6%	211	91
312	221	208	-13	-6%	211	91

0	389	0	-389	-100%	593	-389
0	389	0	-389	-100%	593	-389
312	610	208	-402	-193%	804	-298

312	610	208	-402	-193%	804	-298
1,099	847	733	114	16%	335	252

312	610	208	-402	-193%	804	-298
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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds  
Unit\_Project: ASSOC/COLL & RES LIB-LEAB/RBMS ENDWMNT: 403-3653

April 2019		
Actual	Budget	Prior Year Actual
58	92	44
Net Rev / (Expense) From Operations		
222	0	71
1,338	0	135
1,617	92	251
60,123	92	53,962
Net Rev / (Expense)		
Ending Net Asset Balance		

American Library Association  
Performance Report  
For the 08 Months Ending April 2019

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
1,099	847	733	114	16%	335	252
0	1,042	0	1,042	100%	1,592	-1,042
0	-866	0	-866	-100%	69	866
1,099	1,022	733	290	40%	1,996	77
1,099	59,529	733	58,796	8025%	55,707	-58,430

**Fund: LT Endowment Funds/34&35&36: LT Endowment Funds**  
**Unit\_Project: ASSOC/COLL & RES LIB-H. ATKINSON ENDWMNT: 403-3655**

**American Library Association**  
**Performance Report**  
**For the 08 Months Ending April 2019**

April 2019		
Actual	Budget	Prior Year Actual
183,749	0	169,223
(3000) BEGINNING NET ASSETS		

296	406	246	(4420) INT/DIV
296	406	246	(440) Subtotal Misc.
296	406	246	Total Revenues

99	90	95	(5122) BANK S/C
99	90	95	(510) Outside Services

99	90	95	Total Direct Expenses
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99	90	95	Total Expenses Before OH and Taxes
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197	316	151	Contribution Margin
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99	90	95	TOTAL EXPENSES
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197	316	151	Net Rev / (Expense) From Operations
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Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	183,749	0	183,749	100%	169,223	-183,749

4,871	4,978	3,247	1,730	53%	4,082	-107
4,871	4,978	3,247	1,730	53%	4,082	-107
4,871	4,978	3,247	1,730	53%	4,082	-107

1,077	756	718	-38	-5%	752	321
1,077	756	718	-38	-5%	752	321

1,077	756	718	-38	-5%	752	321
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1,077	756	718	-38	-5%	752	321
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3,794	4,222	2,529	1,693	67%	3,330	-428
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1,077	756	718	-38	-5%	752	321
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3,794	4,222	2,529	1,693	67%	3,330	-428
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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds  
Unit\_Project: ASSOC/COLL & RES LIB-H. ATKINSON ENDWMNT: 403-3655

April 2019		
Actual	Budget	Prior Year Actual
756	0	246 (4422) ENDOWMENT GAIN/LOSS-REALIZED
4,560	0	468 (4423) ENDWMNT GAIN/LOSS-UNREALIZED
5,512	316	865 Net Rev / (Expense)
189,261	316	170,088 Ending Net Asset Balance

American Library Association  
Performance Report  
For the 08 Months Ending April 2019

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	3,559	0	3,559	100%	5,661	-3,559
0	-3,102	0	-3,102	-100%	741	3,102
3,794	4,679	2,529	2,150	85%	9,732	-885
3,794	188,428	2,529	185,898	7350%	178,955	-184,634

**Fund: LT Endowment Funds/34&35&36: LT Endowment Funds**  
**Unit\_Project: ASSOC/COLL & RES LIB-ACRL ENDOWMENT: 403-3657**

April 2019		
Actual	Budget	Prior Year Actual
4,678,047	0	3,924,497
(3000) BEGINNING NET ASSETS		

7,289	9,038	5,483	(4420) INT/DIV
7,289	9,038	5,483	(440) Subtotal Misc.
7,289	9,038	5,483	Total Revenues

2,447	1,999	2,113	(5122) BANK S/C
2,447	1,999	2,113	(510) Outside Services

2,447	1,999	2,113	Total Direct Expenses
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2,447	1,999	2,113	Total Expenses Before OH and Taxes
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4,842	7,039	3,370	Contribution Margin
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2,447	1,999	2,113	TOTAL EXPENSES
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4,842	7,039	3,370	Net Rev / (Expense) From Operations
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**American Library Association**  
**Performance Report**  
**For the 08 Months Ending April 2019**

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	4,678,047	0	4,678,047	100%	3,924,497	-4,678,047

108,454	122,116	72,303	49,814	69%	85,596	-13,662
108,454	122,116	72,303	49,814	69%	85,596	-13,662

108,454	122,116	72,303	49,814	69%	85,596	-13,662
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23,992	18,503	15,995	-2,509	-16%	15,928	5,489
23,992	18,503	15,995	-2,509	-16%	15,928	5,489

23,992	18,503	15,995	-2,509	-16%	15,928	5,489
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23,992	18,503	15,995	-2,509	-16%	15,928	5,489
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84,462	103,613	56,308	47,305	84%	69,668	-19,151
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23,992	18,503	15,995	-2,509	-16%	15,928	5,489
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84,462	103,613	56,308	47,305	84%	69,668	-19,151
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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds  
Unit\_Project: ASSOC/COLL & RES LIB-ACRL ENDOWMENT: 403-3657

April 2019		
Actual	Budget	Prior Year Actual
18,613	0	5,477 (4422) ENDOWMENT GAIN/LOSS-REALIZED
112,311	0	10,412 (4423) ENDWMNT GAIN/LOSS-UNREALIZED
0	0	0 (5900) Transfer To Endowment
135,766	7,039	19,259 Net Rev / (Expense)
4,813,814	7,039	3,943,756 Ending Net Asset Balance

American Library Association  
Performance Report  
For the 08 Months Ending April 2019

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	87,268	0	87,268	100%	120,211	-87,268
0	-69,531	0	-69,531	-100%	-1,505	69,531
0	0	0	0	0%	0	0
84,462	121,351	56,308	65,043	116%	188,375	-36,889
84,462	4,799,398	56,308	4,743,090	8423%	4,112,872	-4,714,936



**Fund: LT Endowment Funds/34&35&36: LT Endowment Funds**  
**Unit\_Project: CHOICE: 404**

<b>April 2019</b>			
Actual	Budget	Prior Year Actual	
<b>572,349</b>	<b>0</b>	<b>880,575</b>	<b>(3000) BEGINNING NET ASSETS</b>
666	1,707	1,035	(4420) INT/DIV
<b>666</b>	<b>1,707</b>	<b>1,035</b>	<b>(440) Subtotal Misc.</b>
<b>666</b>	<b>1,707</b>	<b>1,035</b>	<b>Total Revenues</b>
224	378	399	(5122) BANK S/C
<b>224</b>	<b>378</b>	<b>399</b>	<b>(510) Outside Services</b>
<b>224</b>	<b>378</b>	<b>399</b>	<b>Total Direct Expenses</b>
0	3,471	0	(5904) TRANSFER TO/FROM ENDOWMENT
<b>0</b>	<b>3,471</b>	<b>0</b>	<b>(52) Total Indirect Expenses</b>
<b>224</b>	<b>3,848</b>	<b>399</b>	<b>Total Expenses Before OH and Taxes</b>
<b>442</b>	<b>-2,141</b>	<b>636</b>	<b>Contribution Margin</b>
<b>224</b>	<b>3,848</b>	<b>399</b>	<b>TOTAL EXPENSES</b>

**American Library Association**  
**Performance Report**  
**For the 08 Months Ending April 2019**

<b>Year-To-Date</b>						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
<b>0</b>	<b>572,349</b>	<b>0</b>	<b>572,349</b>	<b>100%</b>	<b>880,575</b>	<b>-572,349</b>
20,482	11,345	13,655	-2,309	-17%	17,515	9,137
<b>20,482</b>	<b>11,345</b>	<b>13,655</b>	<b>-2,309</b>	<b>-17%</b>	<b>17,515</b>	<b>9,137</b>
<b>20,482</b>	<b>11,345</b>	<b>13,655</b>	<b>-2,309</b>	<b>-17%</b>	<b>17,515</b>	<b>9,137</b>
4,531	1,734	3,021	1,287	43%	3,216	2,798
<b>4,531</b>	<b>1,734</b>	<b>3,021</b>	<b>1,287</b>	<b>43%</b>	<b>3,216</b>	<b>2,798</b>
<b>4,531</b>	<b>1,734</b>	<b>3,021</b>	<b>1,287</b>	<b>43%</b>	<b>3,216</b>	<b>2,798</b>
<b>4,531</b>	<b>1,734</b>	<b>3,021</b>	<b>1,287</b>	<b>43%</b>	<b>3,216</b>	<b>2,798</b>
41,646	0	27,764	27,764	100%	0	41,646
<b>41,646</b>	<b>0</b>	<b>27,764</b>	<b>27,764</b>	<b>100%</b>	<b>0</b>	<b>41,646</b>
<b>46,177</b>	<b>1,734</b>	<b>30,785</b>	<b>29,051</b>	<b>94%</b>	<b>3,216</b>	<b>44,444</b>
<b>-25,695</b>	<b>9,612</b>	<b>-17,130</b>	<b>26,742</b>	<b>156%</b>	<b>14,300</b>	<b>-35,307</b>
<b>46,177</b>	<b>1,734</b>	<b>30,785</b>	<b>29,051</b>	<b>94%</b>	<b>3,216</b>	<b>44,444</b>

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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds  
Unit\_Project: CHOICE: 404

April 2019			
Actual	Budget	Prior Year	
		Actual	
442	-2,141	636	Net Rev / (Expense) From Operations
1,701	0	1,034	(4422) ENDOWMENT GAIN/LOSS-REALIZED
10,262	0	1,966	(4423) ENDWMNT GAIN/LOSS-UNREALIZED
0	0	0	(5900) Transfer To Endowment
12,405	-2,141	3,637	Net Rev / (Expense)
584,754	-2,141	884,212	Ending Net Asset Balance

American Library Association  
Performance Report  
For the 08 Months Ending April 2019

Year-To-Date						
Full Year Budget	Actual	YTD Budget	Variance	Variance %	Prior Year	Remaining
					Actual	Current Budget
-25,695	9,612	-17,130	26,742	156%	14,300	-35,307
0	8,128	0	8,128	100%	24,187	-8,128
0	-9,034	0	-9,034	-100%	4,298	9,034
0	0	0	0	0%	0	0
-25,695	8,706	-17,130	25,836	151%	42,784	-34,401
-25,695	581,055	-17,130	598,185	3492%	923,359	-606,750

Association of College & Research Libraries *A division  
of the American Library Association* 50 E. Huron St.  
Chicago, IL 60611  
800-545-2433, ext. 2523  
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**To: ACRL Budget and Finance Committee**

**From: Mary Ellen K. Davis, ACRL Executive Director**

**Date: June 14, 2019**

**Re: Overview of FY20 budget**

**cc: ACRL Board of Directors**

## Executive Summary

ACRL TOTAL	FY20	FY18	\$ Var from	% Var from
	Budget	Actual	Actual	
Revenues	\$2,572,017	\$2,691,183	(\$119,116)	-4.43%
Expenses	\$3,469,930	\$3,423,870	\$46,060	-1.35%
NET	(\$897,913)	(\$732,687)	(\$165,226)	-22.55%
Ending net asset balance (NAB)	\$1,974,896*	\$3,430,260	NA	NA

\*FY19 should end better than budget, leaving ACRL with a larger opening NAB enabling staff to project a FY20 ending NAB of \$2,100,813

CHOICE TOTAL	FY20	FY18	\$ Var from	% Var from
	Budget	Actual	FY18 Actual	FY18 Actual
Revenues	\$2,679,271	\$2,813,283	(\$134,013)	-4.76%
Expenses	\$2,668,331	\$2,945,284	\$276,954	9.40%
NET	\$10,940	(\$132,001)	\$142,941	108.29%
Ending net asset balance	\$2,546,391**	\$2,926,294	NA	NA

\*\*Choice is projecting FY19 net revenue of **-\$214,519** and an additional **-\$176,324** in the write-down of capitalized expenses for the *Open Choice* project, for an FY19 projected year-end NAB of \$2,535,451.

## ACRL Budget overview

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The FY20 Budget spreadsheet (Doc #9.0) shows anticipated revenues and expenses for FY20 by project, which results in a large negative net (although slightly smaller than the budget presented at Midwinter). This was in keeping with the Board's and Budget & Finance committee's interest in spending down the large net asset balance ACRL had developed.

### *Budget development and net asset balance*

As a reminder, this budget has gone through a number of iterations. First budget assumptions developed by staff and the Budget & Finance Committee were revised and approved by the ACRL Board at its 2018 fall meeting. Staff then incorporated all of the assumptions into the initial draft FY20 budget and the resulting deficit was large enough that ACRL's resulting net asset balance was above the minimum required by ALA policy, i.e., 25% of the last four year's average expenses, but was closer to the "high risk" scenario the Budget & Finance Committee developed (B&F Document 15.0).

While technically ACRL need only keep in reserve what ALA policy requires (Document #A.A), in practice ACRL has kept a larger net asset balance. ACRL has done this primarily for two reasons: 1) it provides flexibility and gives the Board resources to tap into to support new initiatives and 2) should there be an extraordinary event, such as an ACRL Conference cancellation, there would be money on hand to sustain the organization. As another point of comparison, the Council of Higher Education Management Association executive directors recently shared their net asset balance policies, and many were more conservative than ALA's (B&F Document B.B)

At the end of FY15 ACRL's net asset balance was sizeable; it had increased to \$5 million. This was the result of careful stewardship, increasingly successful biennial conferences, and some frugality brought on by the Great Recession of 2008.

After reviewing the FY15 net asset balance the Budget & Finance Committee, Board, and staff agreed that with the recession and another successful conference behind us, more of this money needed to be put to work investing in programs and services that meet member needs as well as setting some aside in ACRL's Long Term Investment to increase that particular revenue stream. Over the last few years ACRL put that money to work investing in programs such as a research agenda on the value of academic libraries, services/education (including developing a database/sandbox) around use of the new Information Literacy Framework, development of a research agenda for scholarly communications, investment in Project Outcome for academic libraries, developing curriculum for RoadShows, investments in scholarships to ACRL professional development events (in addition to those donated by individuals), investments in ACRL's LTI, and a transfer to CHOICE to support the development of new products.

After all of these investments ACRL successfully reduced its net asset balance to \$3,430,260 at the end of FY18 and provided many new contributions/programs to the profession. Deficits budgeted for FY19 reduce the net asset balance to \$2,872,809.

### *FY20 Budget*

This brings us back to the draft FY20 budget, which was reviewed by the Budget & Finance Committee and Board at the MW 2019 Meeting and staff were encouraged to continue to budget to spend down

the net asset balance. Despite this encouragement to continue spending, as the net asset balance dipped below \$2 million staff further tweaked the budget, based on actual performance in FY19 as well as continuing to trim costs, as staff felt more comfortable with a net asset balance above, rather than below \$2 million.

The projected net asset balance of \$2,100,813 is comfortably above the minimum \$915,764 required by ALA to have a minimum of two months operating expenses in reserve, but the spend down trend cannot continue for much longer ([See Doc C.C](#)) for a further discussion).

As a reminder, to present you with a draft budget at Midwinter that stayed above the net asset balance required by ALA and closer to that recommended by previous Budget & Finance Committees, staff removed/reduced some expenses from those articulated in the FY20 budget assumptions, while still investing in a number of programs and services. Some expenses were “trimmed,” e.g., less money for travel, catering, supplies, staff professional development, etc. and some items were removed from the budget. Those removed and those with specific amounts called for and then reduced are noted on the updated Budget Assumptions Document (#6.0). A few of the eliminated expenses are highlighted here:

- \$50,000 for unplanned strategic initiatives
- \$25,000 for a marketing campaign to promote academic libraries
- \$25,000 reduction to membership research and marketing
- \$3,000 for miscellaneous scholarships
- \$3,000 for general support for advocacy travel (not typically used)
- \$2,000 for EDUCAUSE dues
- \$350,000 transfer to Choice to fund product development of OpenChoice (which is no longer going forward)

Further trimming took place in the spring and the changes to the budget since MW2019 are listed in Document #8.0. The spreadsheets in Document #9.0 provide an overall executive summary that identifies revenues and expenses in the three main areas of membership dues and services, publications, and professional development. The next spreadsheet is an executive summary of the budget through the lens of the Plan for Excellence goals and enabling programs and services to provide a quick glance at how strategically ACRL’s resources are allocated.

For those new to the ACRL budget, it is important to remember that ACRL’s finances need to be considered as a two-year cycle; fiscal years ending in an even number are always expected to have some deficit to cover the planning expenses for the next ACRL Conference. Fiscal years ending in an odd number would typically show net revenues that cover all of the planning expenses from the previous year, as well as excess revenues to support member programs and services but because of the goal of spending down the net asset balance recent odd number year budgets have also had planned deficits. Now that the net asset balance is sufficiently reduced the Budget & Finance Committee should consider the appropriate size of the net asset balance and how it wants to recommend to the Board prioritization of ACRL’s initiatives.

As one considers the FY20 budget, it becomes evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conference. We continue to look for ways to diversify revenue streams and while have seen an uptick in revenues generated by book sales, classified

advertising, and online advertising, these revenue streams can be a bit mercurial and advertising tends to increase in an ACRL Conference year and decrease in the following year.

## **FY20 revenue streams**

As we consider ACRL's three standard revenue streams, here is how we projected for FY20.

- **Membership.** The number of ACRL members has been in a steady decline despite more efforts at retention. The FY20 revenue was projected based on a decrease of 3.5% on the August 2018 membership of 10,046, the percentage of decrease we have seen in the last five non-conference years. ACRL staff included the dues increase approved by the Board during their Spring 2019 meeting into the latest budget presented. Revenues from consulting are projected to increase over FY18 since contracting with one of ACRL's consultants to manage the program. A number of revenue-generating ideas are being explored.
- **Publications** are budgeted fairly flat over FY18 with classified advertising staying flat but print advertising declining. In addition, ACRL has recategorized its advertising revenues to distinguish between those that appear in a publication that is a perquisite of membership and those that do not. The "operating agreement" allows division journal advertising included in a membership publication to be free of overhead payments. However times have changed and most of ACRL's advertising is online in an open access format and does not qualify for exemption from overhead. For *C&RL News* alone that adds an expense of about \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising. This coupled with decline in advertising means *C&RL News* needs a subsidy rather than returning net revenues to support other areas of the association. Book sales are budgeted flat to FY18. Online sales of ACRL Metrics and the new facilities survey database are expected to increase but with the additional expenses net sales should be flat to FY18.
- **Education** revenues are down significantly from FY19 because it is not a conference year. Net revenues from other professional development events are budgeted to break even and they do in the FY20 draft. Webinar revenues are down from FY18 primarily because FY18 webinar registrations were fueled by the successful Information Literacy Framework six-part series. The Information Literacy Framework also increased licensed roadshows in FY18 so FY20 is budgeted at a decline from that peak. Staff are working to identify new roadshows to develop.

ACRL continues to look to expand newer revenue streams in areas such as licensed workshops, consulting, and digital advertising in the forms of sponsored e-blasts, digital ads, etc. as well as identify new products and services needed by the profession. ACRL has always benefited from the in-kind donations of time and talent from its membership, which make it possible for ACRL to offer such a wide array of programs and services.

## **Major strategic initiatives**

ACRL continues to spend down of the net asset balance in FY20 but just as the libraries ACRL serves have had to prioritize programs/services, ACRL will need to do the same. ACRL may not be able to continue to fund as many new ideas as it has in the past. Specific initiatives included in the FY20 budget are articulated

in the Budget Assumptions document (**ACRL AC19 Doc 10.0**; ACRL AC19 B&F Doc 14.0) and relate primarily to funding programmatic initiatives that support ACRL's Plan for Excellence strategic goal areas, its new strategic initiative on equity, diversity, and inclusion, and invest in its enabling programs and services.

The FY20 budget extends many of these initiatives:

- \$89,000 to support the Research and Scholarly Environment goal which includes \$30,000 being made available for research grants, \$3,750 being made available for presentations about the agenda to higher ed conferences, and \$33,000 to pay for membership in other organizations including \$14,000 for the Library Copyright Alliance.
- more than \$300,000 is budgeted to further ACRL's Value of Academic Libraries initiatives, including the development of an adaptation of Project Outcome, an outcomes-based assessment tool, for academic libraries;
- more than \$207,000 is budgeted for initiatives around student learning (most of the expenses in this figure are related to the various immersion programs which are offset by the projected registration revenues),
- \$18,000 is budgeted to support ACRL's new roles and changing landscape initiative.
- \$48,000 is budgeted for scholarships including \$14,000 to support two Spectrum Scholars, \$5,000 to support five ALA Emerging Leaders, and the remainder for ACRL institutes and conferences.
- \$20,000 is budgeted to support the creation of new roadshow curricula.

## Choice FY20 Budget Overview

*Revised June 2019*

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As we have noted before, Choice faces a combination of factors, some environmental, others internal to ALA, that have introduced significant friction into our publishing program. Environmentally, these include a decline in the collection-development function in academic libraries, with concomitant declines in the demand for reviews, and a growing antipathy to the subscription model for the provision of content. Tied to this is an industrywide falloff in advertising spending, particularly in print media, from which Choice has historically derived about half its advertising revenue. Internally, we are faced with the need to pay the entire cost of our facilities in Middletown, Connecticut, *over and above* the almost \$400K we contribute annually to the ALA general fund. Together, these and other factors have resulted in net operating losses at Choice in eight of the past nine years.

Since the adoption of the Choice strategic plan four years ago we have introduced a variety of highly successful programs, funded by sponsors and advertisers, that have reduced but not eliminated the impact of the decline in our traditional business. As these programs grow, and with our retreat from development of the discovery and review service we had proposed for *Open Choice*, calendar 2019—and thus a significant portion of fiscal 2020—will be devoted to a reevaluation of the services we provide the academic library community and the direction of our enterprise as a whole. As the year begins, we are exploring additional ways to expand our programs, add value to academic libraries, and, no less important, restore financial stability to our unit. These and other issues influencing the budget for FY20 are discussed below.

For fiscal 2020 we have budgeted revenues of \$2,679,271 on expenses of \$2,668,331<sup>1</sup>, for a net operating income of \$10,940.

**Table 1: Choice Publishing Unit FY20**

	FY20B	FY19F	FY20B v FY19F	FY19B	FY18	FY20B v FY18
<b>TOTAL REVENUES</b>	2,679,271	2,605,038	74,234	2,797,720	2,813,284	(134,013)
<b>TOTAL EXPENSES</b>	2,668,331	2,819,557	151,226	2,715,197	2,945,285	276,954
<b>NET REVENUES</b>	<b>10,940</b>	<b>(214,519)</b>	<b>225,459</b>	<b>82,523</b>	<b>(132,001)</b>	<b>142,941</b>

Please see the Budget Summary (tables 3 and 4) at the end of this document for details of the discussion that follows.

## Choice in print and digital formats

As has been true in recent years, circulation of print versions of our flagship product (*Choice* magazine, *Choice Reviews on Cards*) continues to deteriorate at approximately 7%-8% year-over-year, with revenue decline, mitigated somewhat by price increases approximating 4%-5% annually. This pattern should moderate somewhat in FY20, as we appear to be approaching something of a “floor” for print subscriptions, resulting in magazine subscription revenues of \$394,203 and card subscriptions of \$90,603. *Choice Reviews* (CR) subscription revenue is budgeted to grow 3% over this year's forecast, to 689,224. (*Choice Reviews* also garners additional “miscellaneous” (i.e., non-subscription) revenue from in-app placement of titles from *Choice Reviews* directly into EBSCO’s GOBI ordering platform.)

Overall, at \$1,174,030, subscription revenue from all three Choice sources will be up slightly over FY19F (Forecast) but down approximately 3% from FY18.

## Choice Royalties

Our Books in Print/Syndetics contract with ProQuest will be up for renewal at the end of this calendar year, and we have provisionally estimated a 5% reduction in our agreement as a result. Because this contract is written on a calendar-year basis, the reduction, should it materialize as we anticipate, will have an impact on payments for only the first half of 2020, amounting to a reduction of about \$5,000 over present levels. Assuming no other significant changes in our licensing program, royalties for Choice reviews will once again generate income of approximately \$510K in fiscal 2020.

## Resources for College Libraries

Turnover among ProQuest staff assigned to RCL continues to be the norm, and as fiscal year 2019 began at Choice we were assigned both a new project manager and a new marketing person. They spoke optimistically about planned enhancements to the product and its allied offering, the Bowker Book Analysis System, but in recent months that talk has tailed off dramatically. Assuming, then, that no changes are in fact forthcoming, and noting that RCL revenue has otherwise been relatively stable for the past three years, it is safe to assume that subscription revenue will continue on its current trajectory. Accordingly, we have budgeted our share (30% of net sales) of RCL subscriptions at \$147,125 for FY20.

RCL’s other revenue stream, royalties, has again this year been budgeted at \$15K overall for the use of RCL

<sup>1</sup> This year, salaries and benefits will be autocalculated by the accounting system. Expense figures reported in this document depend on internal Choice accounting tools and may vary from the final numbers.



content and the Choice Outstanding Titles list in ProQuest's eBook Central (the former ebrary and e-Book Library). We will somewhat arbitrarily credit \$7,000 of this to Choice (OAT list), leaving \$8,000 credited against the RCL account.

## **CC Advisor**

*ccAdvisor*, our collaboration with The Charleston Company, has not grown at the rate we anticipated at launch in September of 2018. To accelerate our sales, we have retained EBSCO as our exclusive sales agent to the institutional market, an arrangement that only began in late April. Assuming the success of the move, we have budgeted gross subscription revenue of \$75K for FY20, 50% of which we share with Charleston. We are anticipating another \$25K in advertising revenue, yielding \$12,125 in net revenue to Choice.

## **Advertising and Sponsored Content**

WEBINARS (project 3909): After a flat FY18, occasioned largely by a reduction in webcasts on the part of one major vendor, the Choice-ACRL sponsored webinars are back on track. We anticipate finishing FY19 some \$37,500 ahead of last year, and we have already booked five webinars, totaling \$35,500, for fiscal 2020. Buoyed by this, we are budgeting gross revenue of \$195K (26 webinars at an average cost of \$7,500) for next year, 85% of which, \$165,750, is retained by Choice.

### CONTENT MARKETING (project 3914):

*White Papers*: The success of the webinar program has demonstrated that there is a demand for free professional-development content among our membership. As previously noted, Choice has thus begun a program of library surveys and the publication of survey results as white papers underwritten by a sponsoring agency. During FY18 we published two white papers, garnering \$40K in sponsorship revenue, and this year we will publish two more (one with no sponsor, the other at \$17,500). With a fifth study already underway, for FY20 we have budgeted for two, amounting to \$30,000.

*The Authority File*, our podcast series, brought in \$15,500 in gross sales in FY18 and will gross at least \$28,800 this year. For FY20 we have conservatively budgeted gross income of \$22,500.

*Newsletters and eblasts*: Advertising revenue historically recorded at project 3913 (*Choice Reviews*) actually derives from three distinct platforms: banner ads, newsletters, and eblasts. Last year, *Choice Reviews* banner ads accounted for only 14% (\$26K) of advertising revenue in this project, down from 19% in FY17; our five newsletters brought in 26% of the total, or \$47K; and at \$109K, eblasts accounted for a hefty 60%. In other words, 86% of the advertising revenue traditionally recorded at 3913 derives from sponsorships that have little or nothing to do with *Choice Reviews*. More properly, they are sponsored content, and since we now have a project consecrated to this function, for FY20, revenue from newsletters and eblasts has been reassigned to project 3914, Content Marketing, to more accurately reflect its provenance. For FY20, we are budgeting \$120K for eblasts, \$50K for newsletters, and an additional \$10K for sponsored content on Choice360.

Overall, then, gross revenue from this project, after sales commissions, should total \$222,038.

CHOICE REVIEWS (project 3913): With the adjustments noted above made, advertising revenue assigned to project 3913 will fall dramatically, to an optimistic but still attainable \$30,000 for banner ads in the app. You will need to keep this fact in mind when you look at the variance columns in Table 3.

CHOICE MAGAZINE (project 3900): Prior to FY18, revenue from the sale of advertising in *Choice* magazine

could comprise as much as 62% of total advertising and sponsored content revenue. In FY18, that amount fell to 47% (\$353K) and this year will fall again, to 41%, a dramatic decline. (See the Choice FY19Q3 Financial Performance Discussion.) For FY20 we are budgeting a scant \$300K in print ads, as it appears likely that we are seeing a definite shift in advertiser behavior, away from print ads and toward the more targeted opportunities afforded by, for instance, webinars, where vendors can tailor their message around topics of interest to the attendees.

## Expenses

Because of the unbudgeted expenses from the write-down of the *Open Choice* project this past year, direct comparisons with FY19 spending are apt to be misleading, but using FY18 as a benchmark, direct spending is down overall by some \$245K. Reductions in Outside Services stem from our reduced use of contractors and the reclassification of the reimbursement for RCL editorial spending as a negative expense. The increased spending you will see in Publication-related Expenses is largely the effect of spending on revisions to Choice360 we are planning, costs that are more than offset by the dramatic saving we have realized in Operating Expenses, led by a reduction in depreciation of our investments in software these past eight years.

**Table 2: Direct Expenses**

		FY20B	FY19F	FY20B v FY19F	FY18	FY20B v FY18
<b>EXPENSES</b>	Payroll and Related Expenses	1,626,842	1,695,544	68,702	1,618,841	(8,001)
	Outside Services	54,650	67,692	13,042	187,180	132,530
	Travel and Related Expenses	40,550	59,010	18,460	38,949	(1,601)
	Meetings and Conferences	15,500	16,050	550	13,658	(1,842)
	Publication-related Expenses	360,971	298,930	(62,041)	303,821	(57,150)
	Operating Expenses	240,262	316,589	76,327	421,091	180,829
	<b>Subtotal Direct Expenses</b>	<b>2,338,775</b>	<b>2,453,815</b>	115,040	<b>2,583,540</b>	244,765

Overall, we have been quite successful at holding direct spending virtually flat over the past few years, and total expenses actually declined by 7% over the period FY15-18. Spending for this period yielded a CAGR of -2.2%, an exceptional performance by any standard.

Finally, during FY20, Choice will deliver \$355KK to the ALA general fund, while at the same time paying all costs associated with its offices in Middletown, Connecticut. These include amortization of the loan, maintenance and upkeep, equipment, utilities, parking, and our own IT department. In fiscal 2018, these costs came to \$297,986. If ALA overhead covered our office expenses, as it does for units in Chicago, Choice would have had positive net income over each of the past four years.

Table 3: FY20 Revenue

				FY20B	FY19F	FY20B v FY19F	FY18	FY20B v FY18
<b>REVENUE</b>								
<b>SUBSCRIPTIONS</b>								
3900	4110	Choice magazine		394,203	398,309	(4,106)	429,171	(34,968)
3901	4110	Reviews on Cards		90,603	93,465	(2,862)	100,070	(9,467)
		Subtotal: Choice Print		484,806	491,774	(6,968)	529,241	(44,435)
3913	4110	Choice Reviews		689,224	668,547	20,677	678,076	11,148
		Subtotal: All Choice		1,174,030	1,160,321	13,709	1,207,317	(33,287)
3905	4110	Resources for College Libraries		147,125	142,225	4,900	138,545	8,580
3918	4110	CC Advisor (Choice)		37,500	37,500	0	32,130	5,370
	<b>4110</b>	<b>TOTAL SUBSCRIPTIONS</b>		<b>1,358,655</b>	<b>1,340,046</b>	<b>18,609</b>	<b>1,377,992</b>	<b>(19,337)</b>
<b>ADVERTISING &amp; SPONSORED CONTENT</b>								
3907	4140	Choice magazine		300,000	280,000	20,000	352,534	(52,534)
	4611	Commissions and agency fees		(13,500)	(9,800)	(3,700)	(10,856)	(2,644)
		Choice magazine net		286,500	270,200	16,300	341,678	(55,178)
3913	4143	Choice Reviews gross		30,000	188,799	(158,799)	183,340	(153,340)
	4610	Commissions		(1,350)	(6,136)	4,786	(5,601)	4,251
		Choice Reviews net		28,650	182,663	(154,013)	177,739	(149,089)
3914	4140	Content marketing: Print		30,000	30,000	0	55,500	(25,500)
	4143	Content marketing: Digital		202,500	16,300	see 3913	see 3913	see 3913
	4610	Digital commissions		(9,113)	0	see 3913	see 3913	see 3913
	4611	Print commissions		(1,350)	(2,315)	965	(4,028)	2,678
		Choice content marketing net		222,038	43,985	178,053	51,472	170,566
3918	4143	CC Advisor gross (Choice)		12,500	14,000	(1,500)	12,323	177
	4610	Commissions		(563)	(420)	(143)	(506)	(57)
		CC Advisor net		11,938	13,580	(1,643)	11,817	121
		Total Advertising x Webinars		541,666	506,246	35,420	586,915	(45,249)
3909	4105	Webinars gross (Choice)		165,750	139,400	26,350	106,675	59,075
	4611	Webinar commissions		(7,459)	(4,182)	(3,277)	(4,254)	(3,205)
		Webinars net		158,291	135,218	23,073	102,421	59,075
		<b>TOTAL ADVERTISING &amp; SPONSORED CONTENT</b>		<b>707,416</b>	<b>645,646</b>	<b>61,770</b>	<b>693,590</b>	<b>13,826</b>
<b>ROYALTIES</b>								
3900	4421	Choice (CCC, reprints, etc.)		1,000	524	476	931	69
3902	4421	Choice reviews		510,200	500,724	9,476	514,160	(3,960)
3905	4421	Resources for College Libraries		8,000	15,000	(7,000)	15,000	(7,000)
		<b>TOTAL ROYALTIES</b>		<b>519,200</b>	<b>516,248</b>	<b>2,952</b>	<b>530,091</b>	<b>(10,891)</b>
<b>MISCELLANEOUS SALES</b>								
3900	4109	Misc. Sales		2,000	1,098	902	1,847	153
3905	4109	RCL Reimbursement		0	0	0	79,713	(79,713)
3913	4109	EBSCO affiliate fee		12,000	12,000	0	12,000	0
		<b>TOTAL MISC SALES</b>		<b>14,000</b>	<b>13,098</b>	<b>902</b>	<b>93,560</b>	<b>(79,560)</b>
<b>MISCELLANEOUS REVENUE</b>								
3900	4490	Remaindered books		80,000	90,000	(10,000)	118,051	(38,051)
		<b>TOTAL MISC REVENUE</b>		<b>80,000</b>	<b>90,000</b>	<b>(10,000)</b>	<b>118,051</b>	<b>(38,051)</b>
		<b>TOTAL REVENUES</b>		<b>2,679,271</b>	<b>2,605,038</b>	<b>74,234</b>	<b>2,813,284</b>	<b>(134,013)</b>

Table 4: FY20 Expenses

		FY20B	FY19F	FY20B v FY19F	FY18	FY20B v FY18
<b>EXPENSES</b>						
	Payroll and Related Expenses	1,626,842	1,695,544	68,702	1,618,841	(8,001)
	Outside Services	54,650	67,692	13,042	187,180	132,530
	Travel and Related Expenses	40,550	59,010	18,460	38,949	(1,601)
	Meetings and Conferences	15,500	16,050	550	13,658	(1,842)
	Publication-related Expenses	360,971	298,930	(62,041)	303,821	(57,150)
	Operating Expenses	240,262	316,589	76,327	421,091	180,829
	<b>Subtotal Direct Expenses</b>	<b>2,338,775</b>	<b>2,453,815</b>	<b>115,040</b>	<b>2,583,540</b>	<b>244,765</b>
	<b>Subtotal Indirect Expenses (IUTs)</b>	<b>(54,672)</b>	<b>(5,165)</b>	<b>49,507</b>	<b>(59,354)</b>	<b>(4,682)</b>
	IUT/Overhead	355,003	345,168	(9,835)	371,353	16,350
	IUT/Allocations (Liberty Square)	29,225	24,323	(4,902)	49,746	20,521
	UBIT	0	0	0	0	0
	<b>Subtotal Overhead</b>	<b>384,228</b>	<b>369,491</b>	<b>(14,737)</b>	<b>421,099</b>	<b>36,871</b>
	<b>TOTAL EXPENSES</b>	<b>2,668,331</b>	<b>2,819,557</b>	<b>151,226</b>	<b>2,945,285</b>	<b>276,954</b>

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### **Draft Board of Directors Action Form**

**To:** ACRL Board of Directors  
**Subject:** ACRL FY20 Budget  
**Submitted by:** Carolyn Henderson Allen, ACRL Budget and Finance Committee Chair  
**Date submitted:** June 2019

#### **BACKGROUND:**

The ACRL Budget and Finance Committee discussed the FY20 budget during its two committee meetings at the 2019 ALA Annual Conference in Washington, DC. This recommendation reflects the changes made to the FY20 preliminary budget presented at the 2019 Midwinter Meeting and was approved by the Budget and Finance Committee at its meeting on Monday June 24, 2019.

Please note that budgeted total expenses may vary slightly from the final budget approved by the ALA Executive Board in October. This variance results from a new way ALA's budgeting software manages salaries and benefits. Benefits are calculated as part of total salaries. Previously each unit's salaries and benefits were self-contained and any changes only affected that unit. ALA's new software has salaries and benefits integrated across all of ALA. If a salary in another unit changes, the benefits are recalculated across ALA. This means that total benefit expenses will change affecting the final total expense. It should be relatively small, but the Board should be aware of this possible variance.

#### **ACTION RECOMMENDED:**

That the ACRL Board of Directors approves the Budget and Finance Committee's recommendation for the ACRL FY20 budget with:

- ACRL Revenues \$2,572,017
- ACRL Expenses \$3,469,930
- ACRL NET (\$897,913)
  
- Choice Revenues \$2,679,271
- Choice Expenses \$2,668,331
- Choice NET \$10,940

**IF PERTINENT: Have other stakeholders been consulted?**

#### **STRATEGIC GOAL AREA SUPPORTED:**

☐ **Value of Academic Libraries**

Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.

☐ **Student Learning**

Goal: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

☐ **Research and Scholarly Environment**

Goal: Librarians accelerate the transition to a more open system of scholarship.

☒ **Enabling Programs and Services**

ACRL programs ,services, and publications that target education, advocacy, and member engagement.

**FISCAL AND STAFFING IMPACT:**

**MOTION:** ☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

**ACTION TAKEN:** ☐ Motion Approved ☐ Motion Defeated ☐ Other: \_\_\_\_\_

LONG-TERM INVESTMENT FUND TRANSFER/WITHDRAWAL REQUEST
---

## Exhibit 4-Endow Fund Tfr

DESCRIPTION	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 PROJECTION	FY 2020 PROJECTION	FY 2021 PROJECTION
LTI Beginning Balance	\$1,936,362	\$1,870,768	\$1,646,026	\$1,743,644	\$2,011,580	\$2,148,558	\$2,363,276	\$2,806,669	\$2,903,737	\$3,567,882	\$4,180,024	\$4,956,785	\$4,956,785	\$4,956,785
Transfer from ACRL Operating to ACRL LTI	0	0	0	75,000	0	0	0	150,000	250,000	250,000		0	0	0
Transfer from Choice LTI to ACRL LTI											350,000			
Withdrawals from LTI														
LTI Ending Balance	\$1,870,768	\$1,646,025	\$1,743,644	\$2,011,580	\$2,148,558	\$2,363,276	\$2,806,669	\$2,903,373	\$3,567,882	\$4,180,024	\$4,956,785	\$4,956,785	\$4,956,785	\$4,956,785

Note: Transfers from the Division(s) Fund Balance to the Long Term Investment fund must be a part of the Division(s) approved annual budget. Transfers of \$50,000 or more must be reviewed by BARC as

Note: FY18 and FY19 transfers are a transfer to the CHOICE net asset balance in return for the CHOICE LTI depositing \$350,000 to the ACRL LTI in FY18 and FY19

Unit 403-ACRL

6/17/2019 10:38 AM

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## ACRL FY20 Budget: Changes Midwinter 2019 to Annual 2019

### Salary Matrix

- Updated benefits percentage to more closely use current ALA figure, which is a dynamic figure that fluctuates every time a salary change is made in the system. Currently we are using 31%.
- Reduced salaries to reflect possible Diversity Alliance resident would be hired no sooner than mid-year.

### 0000 Administrative

- Reduced group meals by \$1,000. (5302)
- Decreased the depreciation per schedule provided by ALA (5530)
- Removed \$5,000 from 5110 for professional services.

### 3200 Membership

- The FY20 Budget has been updated to reflect a dues increase that the Board and Budget & Finance Committee reviewed and overall supported at Midwinter 2019; the Board will take action on the proposed increase at its April 25, 2019 Spring Board Virtual Meeting. The budget now includes a \$2 dues increase for ACRL regular personal members and a \$1 increase for retired members in keeping with the 2018 HEPI, which reported a 2.6% increase. The new rates will be:
  - FY20 rate: Personal members: \$68
  - FY20 rate: Retired members: \$44
- A formula was corrected from the number that was presented in the draft budget at Midwinter 2019, which increased personal dues (line 4000) from \$506,949 to \$532,441.
- Reduced member research from \$10,000 to \$5,000 (5110)
- Reduced exhibiting at ALA from \$10,000 to \$5,000 to exhibit only at AC 2020 (5350)
- Reduced supplies from \$700 to \$200 (5500)
- Reduced income from LTI interest/appreciation based on new ALA estimate.

### 3201

- Reduced supplies from \$1,200 to \$750 (5500)
- Reduced internal distribution center from \$100 to \$20 based on previous year's actual (5909)

### 3202

- Reduced cost of goods expense based on recent actuals

### 3203 Consulting

- Reduced 4490 revenue from \$143,500 to \$93,475
- Added 5560 revenue of \$35,025 (IUT from another ALA Unit, not subject to overhead)
- Reduced 5110 expenses from \$84,000 to \$67,200
- No change in Net

### 3250 Committees

- Reduced program allocation to \$600 based on no requests for reimbursements in FY18.

### 3400 Non-Serial Publications

- Added two additional new titles, so Sales/Books (4100) goes from \$345,500 to \$371,500
- Increased expenses to cover the production of the two new titles.

### 3403 New Roles, Changing Landscapes

- Reduced budget for TBD activities from \$10,000 to \$3,000. (5350)

### 3501 Liaisons

- Removed \$2,500 from budget for business meetings based on non-usage in prior years. (5216)

### 3702 Scholarly Communication

- Reduced 5350-3702 by a total of \$18,750 as follows:  
Removed \$11,250 for travel scholarships to academic librarians to present at higher education conferences about s.c. research, above and beyond the ACRL Liaisons program. Reduced from \$11,250 to \$3,750 for travel support by member leader & contract researcher to present on research agenda at higher education and library conferences, above and beyond the ACRL Liaisons program. Had been assumed 3 trips, now assuming only 1 trip x 2 people.
- Reduced budget for TBD activities from \$10,000 to \$3,000. (5350)

### 3703 Value of Academic Libraries

- Reduced budget for TBD activities from \$10,000 to \$3,000. (5350)

### 3711 Student Learning

- Reduced budget for TBD activities from \$10,000 to \$2,500 based on non-use in prior years. (5350)
- Reduced Framework sandbox from \$8,000 to \$7,920.
- Removed \$600 supplies budget based on non-use in prior years.

### 3712 Project Outcome

- Per Board approval at MW19, showed a \$13,000 transfer from Friends to the Project Outcome project to defray some of training costs. (5306)

3830 Immersion National

- Removed \$400 for Mason jars for happy hour (5500)

3838 Scholarships

- Per Board approval at MW19, added disbursements from the ACRL Friends Advancement Fund in FY20:
  - \$7,000 to fund an additional ALA Spectrum Scholarship sponsorship. (In the MW19 FY20 budget, Spectrum was budgeted in 3200 Membership; moved Spectrum budget to scholarships budget to reflect actual debit.)

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

	A	X	Y	Z	AA	AB	AC
1	2/11/2019 9:36	FY2015	FY2016	FY2017	FY2018	FY2019	2020
2	Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
3	ACRL Historical Executive Summary						
4							
5							
6	BEGINNING RESERVE LEVELS:					ACTUAL	
7	Reserve Sept. 1: Op. Reserve Fund	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$2,872,809
8	Reserve Sept. 1: LTI Fund	\$3,040,256	\$3,127,525	\$3,567,882	\$4,180,025	\$4,956,786	\$4,956,786
9	Reserve Sept. 1: CHOICE Op. Reserve Fund	\$3,017,507	\$2,884,451	\$2,648,059	\$2,533,295	\$2,926,294	\$2,535,451
10	Reserve Sept. 1: CHOICE LTI Fund	\$895,640	\$848,318	\$849,196	\$880,574	\$572,348	\$572,349
11							
12	Subtotal	\$11,278,109	\$11,862,409	\$11,454,522	\$12,281,840	\$11,885,688	\$10,937,395
13							
14	MEMBERSHIP DUES AND OTHER					BUDGET	
15	Dues	\$654,494	\$638,368	\$638,573	\$609,906	\$603,016	\$611,284
16	Standards, Licensing Fees	\$21,694	\$90,859	\$84,152	\$2,704	\$49,050	\$14,000
17	Advisory	\$0	\$0		\$27,050	\$45,000	\$88,500
18	Misc. Donations	\$87,269	\$1,000	\$3,500	\$0	\$0	\$0
19	Awards	\$14,200	\$16,300	\$16,300	\$17,450	\$16,400	\$16,600
20	Special Events	\$18,210	\$20,966	\$21,729	\$31,282	\$12,500	\$15,125
21	Diversity Alliance	\$0	\$0	\$17,450	\$25,500	\$26,490	\$24,000
22	Project Outcome	\$0	\$0	\$0	\$0	\$37,250	\$0
23	Subtotal	\$795,867	\$767,493	\$781,704	\$713,892	\$789,706	\$769,509
24	PUBLICATIONS						
25	CHOICE	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,797,720	\$2,679,271
26	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,592	\$16,200
27	C&RL News	\$585,773	\$523,076	\$648,554	\$569,964	\$614,167	\$564,657
28	RBM	\$39,923	\$37,831	\$34,661	\$22,871	\$30,912	\$27,373
29	Nonperiodical Publications	\$313,551	\$374,752	\$288,126	\$388,475	\$344,320	\$379,380
30	Library Statistics	\$103,934	\$113,360	\$129,540	\$116,797	\$117,740	\$157,809
31	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0
32							
33	Subtotal	\$4,079,632	\$3,959,524	\$4,062,517	\$3,926,148	\$3,921,451	\$3,824,690
34							
35	EDUCATION						
36	Institutes & Liscensed Workshops	\$321,036	\$344,038	\$277,048	\$421,728	\$332,499	\$355,624
37	ACRL Conference	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,500,922	(\$24,000)
38	Preconferences & RBMS Conference	\$264,380	\$281,374	\$238,601	\$265,297	\$219,713	\$218,895
39	Annual Conference & MW Programs	\$17,400	\$15,200	\$16,300	\$19,350	\$16,000	\$16,000
40	Web-CE	\$150,413	\$164,808	\$118,027	\$121,416	\$81,020	\$90,570
41							
42	Subtotal	\$3,424,176	\$782,420	\$3,465,272	\$864,426	\$3,150,154	\$657,089
43							
44	FUNDED PROJECTS						
45	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0
46	IMLS Grant - Cost Share	\$0	\$0	\$0	\$0	\$0	\$0
47							
48	SPECIAL PROGRAMS						
49	Friends of ACRL-Restricted	\$35,677	\$38	\$66,070	(\$9,737)	\$30,640	\$30,640
50	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	\$0	\$0
51							
52	TOTAL REVENUE	\$8,299,675	\$5,509,437	\$8,309,493	\$5,504,466	\$7,861,311	\$5,251,288
53	CHOICE Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,797,720	\$2,679,271
54							
55	TOTAL REV. W/O CHOICE	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$5,063,591	\$2,572,017
56							
57							
58	ACRL Conference Revenue	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,500,922	(\$24,000)
59	Total Rev. w/o ACRL Conference	\$2,611,337	\$2,639,463	\$2,553,704	\$2,654,548	\$2,562,669	\$2,548,017

	A	X	Y	Z	AA	AB	AC
60		FY 2015	FY2016	FY2017	FY2018	FY2019	2020
61	OBJECT OF EXPENSE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
62							
63	MEMBERSHIP ACTIVITIES						
64	Membership Services*	\$185,781	\$178,523	\$157,152	\$200,336	\$18,805	(\$35,007)
65	Exec. Ctte. & Board	\$194,933	\$215,838	\$190,578	\$212,181	\$256,972	\$226,177
66	Advisory	\$77,494	\$58,191	\$111,170	\$100,632	\$67,149	\$81,210
67	Standards Distribution	\$5,429	\$13,059	\$10,190	\$15,293	\$12,856	\$13,562
68	Discussion Groups	\$0	0	\$0	\$0	\$5	\$0
69	Awards	\$36,752	\$43,133	\$38,163	\$47,571	\$43,559	\$47,466
70	Chapters	\$23,079	\$16,278	\$10,417	\$27,541	\$19,262	\$31,930
71	Committees	\$132,232	\$125,106	\$109,318	\$153,752	\$129,332	\$158,752
72	Sections	\$88,182	\$123,051	\$94,308	\$128,865	\$119,962	\$130,267
73	C&RL Over Revenue	\$43,871	\$48,271	\$44,455	(\$38,594)	(\$42,196)	\$41,081
74	C&RL News Over Revenue	\$0	\$0	\$0	\$82,825	\$37,581	\$18,748
75	Liaisons to Higher Ed. Organizations	\$47,059	\$59,040	\$51,730	\$43,951	\$74,586	\$54,994
76	Special Events	\$27,256	\$23,167	\$32,306	\$36,513	\$28,457	\$22,501
77	Information Literacy	\$45,090	\$69,517	\$51,071	\$37,333	\$32,600	\$15,507
78	Scholarly Communications	\$58,245	\$89,076	\$71,476	\$119,856	\$143,353	\$138,389
79	Value of Academic Libraries	\$18,687	\$109,902	\$109,776	\$118,069	\$113,675	\$97,117
80	Government Relations	\$26,282	\$23,139	\$36,459	\$56,668	\$60,950	\$52,673
81	Scholarships	\$77,595	\$27,315	\$81,270	\$40,845	\$101,000	\$43,000
82	Annual Conference Programs	\$52,767	\$42,725	\$43,920	\$35,012	\$71,374	\$57,982
83	New Roles & Changing Landscapes	\$0	\$0	\$0	\$13,896	\$17,970	\$18,217
84	Diversity Alliance	\$0	\$0	\$16,429	\$32,770	\$28,148	\$35,860
85	Project Outcome	\$0	\$0	\$0	\$49,690	\$200,049	\$206,640
86	Subtotal	\$1,140,734	\$1,265,331	\$1,260,188	\$1,515,005	\$1,535,449	\$1,457,066
87							
89	SPECIAL PROJECTS						
92	Friends of ACRL-Restricted	\$0	\$38	\$66,070	(\$9,737)	\$0	\$0
93	Friends of ACRL-Operating	\$84,180	\$36,380	\$60,245	\$65,357	\$81,878	\$54,917
94							
95	Subtotal	\$84,180	\$36,418	\$126,315	\$55,620	\$81,878	\$54,917
96							
97	PUBLICATIONS						
98	CHOICE	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,715,197	\$2,668,331
99	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$100,984	\$16,200
100	C&RL News	\$446,431	\$424,675	\$429,039	\$404,314	\$539,005	\$564,657
101	RBM	\$32,739	\$36,592	\$32,744	\$28,477	\$25,492	\$22,562
102	Nonperiodical Publications	\$259,236	\$289,149	\$256,695	\$330,329	\$322,221	\$334,819
103	Library Statistics	\$86,501	\$85,675	\$82,569	\$70,310	\$89,389	\$94,877
104	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0
105							
106	Subtotal	\$3,994,414	\$3,982,988	\$3,877,448	\$3,793,472	\$3,792,288	\$3,701,446
107							
108	EDUCATION						
109	Institutes & Liscensed Workshops	\$281,964	\$317,591	\$279,929	\$222,813	\$348,281	\$343,624
110	ACRL Conference	\$1,909,873	\$214,672	\$2,166,094	\$238,096	\$2,282,531	\$298,181
111	Preconferences & RBMS Conference	\$248,583	\$199,903	\$179,508	\$243,900	\$219,551	\$208,646
112	Web-CE	\$65,714	\$90,401	\$51,415	\$76,078	\$57,029	\$74,381
113							
114	Subtotal	\$2,506,134	\$822,567	\$2,676,945	\$780,887	\$2,907,392	\$924,832
115							
116	FUNDED PROJECTS						
117	IMLS Grant Cost Share (12) - Operating	\$29,849	\$1,293	\$870	\$0	\$0	\$0
118							
119	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0
120	Unallocated Admin					\$19,234	
121	TOTAL EXPENSES	\$7,755,311	\$6,108,559	\$7,875,696	\$6,154,721	\$8,336,241	\$6,138,261
122	CHOICE EXPENSES	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,715,197	\$2,668,331
123							
124	TOTAL EXP. w/o CHOICE	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$5,621,043	\$3,469,930
125							
126	TOTAL EXP. w/o CHOICE or ACRL Conference	\$2,727,689	\$2,764,521	\$2,654,344	\$3,185,774	\$3,338,512	\$3,171,749



	A	X	Y	Z	AA	AB	AC
127		FY 2015	FY2016	FY2017	FY2018	FY2019	2020
128		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
129							
130	Net w/o CHOICE	\$677,409	(\$362,730)	\$548,561	(\$732,687)	(\$557,452)	(\$897,913)
131	CHOICE Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	\$82,523	\$10,940
132	Transfer CHOICE LTI to ACRL LTI	\$0	\$0	\$0	\$350,000	\$0	\$0
133	Transfer ACRL Operating to CHOICE for OER	\$0	\$0	\$0	\$525,000	\$0	\$0
134	CHOICE Ending Operating Balance	\$2,884,451	\$2,648,937	\$2,533,295	\$2,926,294	\$3,008,817	\$2,546,391
135							
136		\$0	\$0				
137	Ending ACRL oper. reserve balance	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$2,872,809	\$1,974,896
138	Mandated Operating Reserve	\$829,968	\$863,292	\$886,316	\$933,236	\$989,273	\$1,052,784
139							
140	Added to ACRL LTI Fund from Operating	\$150,000	\$250,000	\$250,000	\$0	\$0	\$0
141	Interest, Gains, Losses for ACRL LTI	(\$62,733)	\$190,358	\$362,143	\$426,761	(\$34,237)	\$249,151
142	Interest, Gains, Losses for CHOICE LTI	(\$47,322)	\$878	\$31,378	\$41,774	(\$25,695)	\$10,355
143	ACRL LTI Ending Balance	\$3,127,523	\$3,567,883	\$4,180,025	\$4,956,786	\$4,922,549	\$4,956,786
144	CHOICE LTI Ending Balance	\$848,318	\$849,196	\$880,574	\$572,348	\$546,653	\$572,349
145							
146	DEFINITIONS						
147	<b>Lines 7 and 9</b> represent the total net cash balance of ACRL and <i>CHOICE</i> as of September 1, the beginning of the fiscal year; and the projected net worth for the						
148	budgeted years as of August 31. These balances include mandated operating reserves for ACRL and <i>CHOICE</i> .						
149							
150	<b>Lines 8 and 10</b> represent the principal in ACRL and <i>CHOICE</i> long-term investments as of September 1, the beginning of the fiscal year.						
151							
152	<b>Line 12</b> , the subtotal, represents the total net worth of the four <b>Lines 7-10</b> . The totals shown on the line are not reflected any other place in the budget.						
153							
154	<b>Line 15</b> is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.						
155							
156	<b>Line 36</b> is the total revenue from the Immersion Institutes.						
157							
158	<b>Line 38</b> is the total revenue from ACRL's Pre-Conferences and Workshops and RBMS regional workshops.						
159							
160	<b>Line 55</b> represents the total revenue as shown on the subtotal lines for membership ( <b>Line 22</b> ), publications ( <b>Line 33</b> ), education ( <b>Line 42</b> ), and special programs						
161	(Friends of ACRL-operating) ( <b>Line 49</b> ), minus <i>CHOICE</i> revenue ( <b>Line 53</b> ).						
162							
163	<b>Line 59</b> shows total ACRL revenue ( <b>Line 52</b> ) minus revenue generated from ACRL Conferences ( <b>Line 58</b> ) and <i>CHOICE</i> ( <b>Line 53</b> ).						
164							
165	<b>Line 109</b> shows total expense from the Immersion Institutes.						
166							
167	<b>Line 111</b> shows total expenses from ACRL's Pre-Conferences and Workshops and RBMS regional workshops.						
168							
169	<b>Line 121</b> represents the total expenses shown on subtotal lines for membership activities ( <b>Line 87</b> ), special projects ( <b>Lines 94 &amp; 95</b> ), publications ( <b>Line 108</b> ),						
170	education ( <b>Line 116</b> ), and funded projects ( <b>Line 119</b> ).						
171							
172	<b>Line 124</b> shows the total expenses for ACRL and represents the expenses shown on <b>Line 121</b> , total expenses, minus <b>Line 122</b> , <i>CHOICE</i> expenses.						
173							
174	<b>Line 126</b> shows total ACRL expenses ( <b>Line 124</b> ) minus ACRL Conference expenses ( <b>Line 110</b> ) and <i>CHOICE</i> ( <b>Line 122</b> ).						
175							
176	<b>Line 130</b> shows net without <i>CHOICE</i> and is equal to the total revenues budgeted on <b>Line 55</b> less the total expenses budgeted on <b>Line 124</b> .						
177							
178	<b>Line 131</b> shows the <i>CHOICE</i> net and is equal to the total revenues budgeted on <b>Line 53</b> less the total expenses budgeted on <b>Line 122</b> .						
179							
180	<b>Line 133</b> shows funds transferred from ACRL operating fund balance into <i>CHOICE</i> 's operating fund balance for OER.						
181							
182	<b>Line 134</b> – <i>CHOICE</i> end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.						
183							
184	<b>Line 137</b> – ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward						
185	with each budget year and may increase or decrease. It includes the mandated operating reserves. It equals <b>Line 7</b> operating fund balance plus <b>Line 130</b> net						
186	without <i>CHOICE</i> , minus funds added from ACRL's operating fund balance to ACRL's long-term investment.						
187							
188	<b>Line 138 – Mandated Operating Reserve</b>						
189	The sum of 25% of the average operating expense <b>Line 124</b> , based on the four most recently completed years.						
190							
191	<b>Line 140</b> shows funds transferred from ACRL's operating balance to ACRL's LTI						
192							
193	<b>Lines 141 and 142</b> show year-end gains/losses for ACRL and CHOICE.						
194							
195	<b>Lines 143 and 144</b> show year-end LTI balances for ACRL (142) and CHOICE (143).						
196							
197	Salaries and operating costs are allocated to each budget project and are not presented as a separate line item.						
198	<i>Note:</i> ALA made additional adjustments to the FY13 close resulting in a slightly smaller opening balance for FY14.						
199							
200							

2/11/2019 9:36		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
STRATEGIC PRIORITIES									
1. Value of Academic Libraries									
Val Initiative -3703	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$37,250	\$0	\$0
	Expense	\$16,354.25	\$3,134	\$17,021	\$29,642	\$85,710	\$111,940	\$130,876	\$97,117
	Net	(\$16,354.25)	(\$3,134)	(\$17,021)	(\$29,642)	(\$85,710)	(\$74,690)	(\$130,876)	(\$97,117)
Project Outcome - 3712	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$37,250.00	\$0.00	\$0
	Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$197,822.00	\$213,653.00	\$206,640
	Net	\$0.00	\$0	\$0	\$0	\$0	(\$160,572)	(\$213,653)	(\$206,640)
Assessment in Action - 3707, 3806	Revenue		\$0	\$0	\$66,000	\$0	\$0	\$0	\$0
	Expense		\$0	\$1,666	\$80,260	\$0	\$0	\$0	\$0
	Net		\$0	(\$1,666)	(\$14,260)	\$0	\$0	\$0	\$0
Subtotal Revenues 1		\$0.00	\$0	\$0	\$66,000	\$0	\$74,500	\$0	\$0
Subtotal Expenses 1		\$16,354.25	\$3,134	\$18,687	\$109,902	\$85,710	\$309,762	\$344,529	\$303,757
Subtotal Net 1		(\$16,354.25)	(\$3,134)	(\$18,687)	(\$43,902)	(\$85,710)	(\$235,262)	(\$344,529)	(\$303,757)
2. Student Learning									
Information Literacy -3711	Revenue	\$0.00	\$0	\$0	\$19,491	\$0	\$0	\$0	\$0
	Expense	\$858.08	\$43,648	\$45,090	\$88,224	\$123,664	\$31,380	\$29,063	\$15,507
	Net	(\$858.08)	(\$43,648)	(\$45,090)	(\$68,733)	(\$123,664)	(\$31,380)	(\$29,063)	(\$15,507)
IIL Immersion National -3830	Revenue	\$162,317.00	\$179,828	\$180,281	\$191,842	\$192,986	\$174,674	\$184,714	\$184,714
	Expense	\$141,226.56	\$169,375	\$158,267	\$170,301	\$188,720	\$173,611	\$183,248	\$183,725
	Net	\$21,090.44	\$10,453	\$22,014	\$21,541	\$4,266	\$1,063	\$1,466	\$989
IIL Immersion Regional - 3832	Revenue	\$50,800.00	\$0	\$16,200	\$0	\$36,038	\$0	\$0	\$0
	Expense	\$37,749.11	\$0	\$11,257	\$0	\$35,947	\$0	\$0	\$0
	Net	\$13,050.89	\$0	\$4,943	\$0	\$91	\$0	\$0	\$0
IIL Immersion Assessment -3836	Revenue	\$118,832.00	\$76,235	\$80,055	\$80,705	\$0	\$0	\$0	\$0
	Expense	\$88,949.06	\$83,312	\$75,739	\$78,924	\$0	\$0	\$0	\$0
	Net	\$29,882.94	(\$7,077)	\$4,316	\$1,781	\$0	\$0	\$0	\$0
Immersion Licensing -3834	Revenue		\$10,000	\$44,500	\$52,500	\$17,000	\$20,000	\$22,500	\$22,500
	Expense		\$13,077	\$36,701	\$49,659	\$15,801	\$17,342	\$16,523	\$16,491
	Net		(\$3,077)	\$7,799	\$2,841	\$1,199	\$2,658	\$5,977	\$6,009
Subtotal Revenues 2		\$331,949.00	\$266,063	\$321,036	\$344,538	\$246,024	\$194,674	\$207,214	\$207,214
Subtotal Expenses 2		\$268,782.81	\$309,412	\$327,054	\$387,108	\$364,132	\$222,333	\$228,834	\$215,723
Subtotal Net 2		\$63,166.19	(\$43,349)	(\$6,018)	(\$42,570)	(\$118,108)	(\$27,659)	(\$21,620)	(\$8,509)
3. Research and Scholarly Environment									
Scholarly Communications -3702	Revenue	\$10,000.00	\$20,347	\$8,000	\$10,000	\$14,500	\$10,000	\$10,000	\$10,000
	Expense	\$64,472.61	\$67,354	\$58,245	\$89,076	\$91,616	\$97,198	\$165,898	\$138,389
	Net	(\$54,472.61)	(\$47,007)	(\$50,245)	(\$79,076)	(\$77,116)	(\$87,198)	(\$155,898)	(\$128,389)
Subtotal Revenues 3		\$10,000.00	\$20,347	\$8,000	\$10,000	\$14,500	\$10,000	\$10,000	\$10,000
Subtotal Expenses 3		\$64,472.61	\$67,354	\$58,245	\$89,076	\$91,616	\$97,198	\$165,898	\$138,389
Subtotal Net 3		(\$54,472.61)	(\$47,007)	(\$50,245)	(\$79,076)	(\$77,116)	(\$87,198)	(\$155,898)	(\$128,389)
4. New Roles and Changing Landscapes									
New Roles and Changing Landscapes -3403	Revenue						\$0	\$0	\$0
	Expense						\$15,053	\$25,656	\$18,217
Subtotal Revenues 4		\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
Subtotal Expenses 4		\$0.00	\$0.00	\$0.00	\$0	\$0	\$15,053	\$25,656	\$18,217
Subtotal Net 4		\$0.00	\$0.00	\$0.00	\$0	\$0	(\$15,053)	(\$25,656)	(\$18,217)
Subtotal Revenues STRATEGIC PRIORITIES		\$341,949.00	\$286,410	\$329,036	\$420,538	\$260,524	\$279,174	\$217,214	\$217,214
Subtotal Expenses STRATEGIC PRIORITIES		\$349,609.67	\$379,900	\$403,986	\$586,086	\$541,458	\$644,346	\$764,917	\$676,086
Subtotal Net STRATEGIC PRIORITIES		(\$7,660.67)	(\$93,490)	(\$74,950)	(\$165,548)	(\$280,934)	(\$365,172)	(\$547,703)	(\$458,872)



2/11/2019 9:36		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
ENABLING PROGRAMS & SERVICES									
Member Engagement									
** Membership -3200	Revenue	\$654,835.04	\$633,946	\$646,245	\$638,265	\$651,486	\$593,869	\$585,792	\$611,284
	Expense	\$108,617.28	\$121,667	\$185,781	\$178,523	\$128,884	(\$9,568)	\$12,863	(\$35,007)
	Net	\$546,217.76	\$512,279	\$460,464	\$459,742	\$522,602	\$603,437	\$572,929	\$646,291
Board/Exec. Ctte. -3201	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$168,535.37	\$218,961	\$194,933	\$215,838	\$251,028	\$249,028	\$260,115	\$226,177
	Net	(\$168,535.37)	(\$218,961)	(\$194,933)	(\$215,838)	(\$251,028)	(\$249,028)	(\$260,115)	(\$226,177)
Advisory Services -3203	Revenue	\$60,706.85	\$86,269	\$72,425	\$82,500	\$100,100	\$143,500	\$143,500	\$88,500
	Expense	\$46,295.59	\$45,117	\$77,494	\$58,191	\$87,519	\$100,024	\$129,167	\$81,210
	Net	\$14,411.26	\$16,333	\$8,775	\$14,234	(\$5,019)	\$76	\$14,333	\$7,290
Awards -3206	Revenue	\$13,700.00	\$14,700	\$14,200	\$16,300	\$13,200	\$16,400	\$16,600	\$16,600
	Expense	\$34,915.48	\$41,866	\$36,752	\$43,133	\$38,633	\$41,345	\$48,580	\$47,466
	Net	(\$21,215.48)	(\$27,166)	(\$22,552)	(\$26,833)	(\$25,433)	(\$24,945)	(\$31,980)	(\$30,866)
Chapters -3207	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$15,032.21	\$22,444	\$23,079	\$16,278	\$27,462	\$17,131	\$32,644	\$31,930
	Net	(\$15,032.21)	(\$22,444)	(\$23,079)	(\$16,278)	(\$27,462)	(\$17,131)	(\$32,644)	(\$31,930)
Committees -3250	Revenue	\$126.73	\$274	\$303	\$7	\$0	\$0	\$0	\$0
	Expense	\$114,868.18	\$98,744	\$132,232	\$125,106	\$143,053	\$125,093	\$164,606	\$158,752
	Net	(\$114,741.45)	(\$98,470)	(\$131,929)	(\$125,099)	(\$143,053)	(\$125,093)	(\$164,606)	(\$158,752)
Sections -3275	Revenue	\$15,262.83	\$16,623	\$8,946	\$596	\$0	\$0	\$0	\$0
	Expense	\$76,074.92	\$92,409	\$88,182	\$123,051	\$99,403	\$118,252	\$133,993	\$130,267
	Net	(\$60,812.09)	(\$75,786)	(\$79,236)	(\$122,455)	(\$99,403)	(\$118,252)	(\$133,993)	(\$130,267)
Diversity Alliance -3402	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$26,490.00	\$26,490.00	\$24,000
	Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$28,736.00	\$38,204.00	\$35,860
	Net	\$0.00	\$0	\$0	\$0	\$0	(\$2,246)	(\$11,714)	(\$11,860)
Friends of ACRL -3831	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$41,116.27	\$49,387	\$84,180	\$36,380	\$79,317	\$80,174	\$71,366	\$54,917
	Net	(\$41,116.27)	(\$49,387)	(\$84,180)	(\$36,380)	(\$79,317)	(\$80,174)	(\$71,366)	(\$54,917)
Section Special Events -3833	Revenue	\$16,880.50	\$16,030	\$18,210	\$20,966	\$12,500	\$12,500	\$15,125	\$15,125
	Expense	\$23,120.88	\$25,219	\$27,256	\$23,167	\$23,219	\$29,045	\$22,788	\$22,501
	Net	(\$6,240.38)	(\$9,189)	(\$9,046)	(\$2,201)	(\$10,719)	(\$16,545)	(\$7,663)	(\$7,376)
ACRL Excellence Fund -3837	Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense		\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Scholarships -3838	Revenue	\$0.00	\$0		\$0	\$0	\$0	\$0	\$0
	Expense	\$53,345.00	\$18,250	\$77,595	\$27,315	\$98,500	\$101,000	\$32,000	\$43,000
	Net	(\$53,345.00)	(\$18,250)	(\$77,595)	(\$27,315)	(\$98,500)	(\$101,000)	(\$32,000)	(\$43,000)
Discussion Groups -3205	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Section Newsletters -3309	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Member Engagement		\$747,811.95	\$728,323	\$759,973	\$748,559	\$759,686	\$749,359	\$787,507	\$755,509
Subtotal Expenses Member Engagement		\$647,005.70	\$692,198	\$890,732	\$846,982	\$977,018	\$880,260	\$946,326	\$797,073
Subtotal Net Member Engagement		\$100,806.25	\$36,125	(\$130,759)	(\$98,423)	(\$217,332)	(\$130,901)	(\$158,819)	(\$41,564)

2/11/2019 9:36		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
Publications									
Trends & Statistics -3202	Revenue	\$77,193.46	\$95,461	\$103,934	\$113,360	\$109,974	\$114,419	\$147,333	\$157,809
	Expense	\$109,366.34	\$95,157	\$86,501	\$85,675	\$98,641	\$91,767	\$99,912	\$94,877
	Net	(\$32,172.88)	\$304	\$17,433	\$27,685	\$11,333	\$22,652	\$47,421	\$62,932
ACRL Standards -3204	Revenue	\$20,837.04	\$11,694	\$13,694	\$8,434	\$2,500	\$1,800	\$4,000	\$4,000
	Expense	\$44,544.92	\$15,050	\$5,429	\$13,059	\$6,922	\$12,498	\$13,931	\$13,562
	Net	(\$23,707.88)	(\$3,356)	\$8,265	(\$4,625)	(\$4,422)	(\$10,698)	(\$9,931)	(\$9,562)
C&RL- 3300	Revenue	\$132,305.79	\$40,751	\$19,060	\$17,531	\$12,240	\$16,592	\$16,200	\$16,200
	Expense	\$199,302.28	\$104,008	\$62,931	\$65,802	\$64,661	\$59,467	\$58,211	\$57,281
	Net	(\$66,996.49)	(\$63,257)	(\$43,871)	(\$48,271)	(\$52,421)	(\$42,875)	(\$42,011)	(\$41,081)
C&RL News - 3302	Revenue	\$512,322.41	\$518,085	\$585,773	\$523,076	\$547,493	\$614,167	\$564,657	\$564,657
	Expense	\$431,480.51	\$430,721	\$446,431	\$424,675	\$505,693	\$561,094	\$592,198	\$583,405
	Net	\$80,841.90	\$87,364	\$139,342	\$98,401	\$41,800	\$53,073	(\$27,541)	(\$18,748)
RBM - 3303	Revenue	\$38,129.74	\$35,993	\$39,923	\$37,831	\$36,182	\$30,912	\$27,373	\$27,373
	Expense	\$28,903.31	\$29,884	\$32,739	\$36,592	\$34,564	\$25,010	\$22,776	\$22,562
	Net	\$9,226.43	\$6,109	\$7,184	\$1,239	\$1,618	\$5,902	\$4,597	\$4,811
Non-Periodical Pubs -3400	Revenue	\$157,620.84	\$192,108	\$313,551	\$374,752	\$318,007	\$330,064	\$345,278	\$379,380
	Expense	\$138,589.41	\$182,316	\$259,236	\$289,149	\$279,313	\$314,802	\$328,187	\$334,819
	Net	\$19,031.43	\$9,792	\$54,315	\$85,603	\$38,694	\$15,262	\$17,091	\$44,561
REAL - Applied Research - 3401	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CHOICE -3900	Revenue	\$2,926,519.00	\$3,030,955	\$3,017,391	\$2,892,974	\$2,940,494	\$3,058,538	\$2,898,722	\$2,679,271
	Expense	\$3,171,398.00	\$3,063,119	\$3,150,447	\$3,129,366	\$3,055,258	\$3,079,394	\$2,741,268	\$2,668,331
	Net	(\$244,879.00)	(\$32,164)	(\$133,056)	(\$236,392)	(\$114,764)	(\$20,856)	\$157,454	\$10,940
Subtotal Revenues Publications		\$3,864,928.28	\$3,925,047	\$4,093,326	\$3,967,958	\$3,966,890	\$4,166,492	\$4,003,563	\$3,828,690
Subtotal Expenses Publications		\$4,123,584.77	\$3,920,255	\$4,043,714	\$4,044,318	\$4,045,052	\$4,144,032	\$3,856,483	\$3,774,837
Subtotal Net Publications		(\$258,656.49)	\$4,792	\$49,612	(\$76,360)	(\$78,162)	\$22,460	\$147,080	\$53,853
Subtotal Rev Pub w/out CHOICE		\$938,409.28	\$894,092.00	\$1,075,935.00	\$1,074,984.00	\$1,026,396.00	\$1,107,954.00	\$1,104,841.00	\$1,149,419.00
Subtotal Exp Pub w/out CHOICE		\$952,186.77	\$857,136.00	\$893,267.00	\$914,952.00	\$989,794.00	\$1,064,638.00	\$1,115,215.00	\$1,106,506.00
Subtotal Net Pub w/out CHOICE		(\$13,777.49)	\$36,956.00	\$182,668.00	\$160,032.00	\$36,602.00	\$43,316.00	(\$10,374.00)	\$42,913.00
Education									
RBMS Regional Workshops -3209	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Web CE -3340***	Revenue	\$76,533.50	\$97,613	\$150,413	\$164,808	\$121,200	\$81,020	\$90,570	\$90,570
	Expense	\$48,426.71	\$60,214	\$65,714	\$90,401	\$79,863	\$54,453	\$75,728	\$74,381
	Net	\$28,106.79	\$37,399	\$84,699	\$74,407	\$41,337	\$26,567	\$14,842	\$16,189
Licensed Workshops -3341	Revenue					\$25,000	\$125,000	\$148,410	\$148,410
	Expense					\$23,421	\$120,952	\$145,196	\$143,408
	Net				\$0	\$1,579	\$4,048	\$3,214	\$5,002
Midwinter Workshops -3700	Revenue	\$0.00	\$0	\$13,275	\$0	\$0	\$0	\$0	\$0
	Expense	\$5.66	\$0	\$17,901	\$0	\$0	\$0	\$0	\$0
	Net	(\$5.66)	\$0	(\$4,626)	\$0	\$0	\$0	\$0	\$0
RBMS Conference -3800	Revenue	\$166,179.32	\$180,418	\$231,570	\$203,174	\$163,352	\$200,221	\$207,609	\$207,609
	Expense	\$143,683.96	\$182,483	\$205,406	\$185,476	\$161,485	\$198,685	\$200,973	\$197,989
	Net	\$22,495.36	(\$2,065)	\$26,164	\$17,698	\$1,867	\$1,536	\$6,636	\$9,620

2/11/2019 9:36		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
Natl Conf Planning 2017 - 3808	Revenue	\$0.00	\$0	\$0	(\$23,000)	\$2,394,319	\$0	(\$24,000)	(\$24,000)
	Expense	\$6,309.44	\$31,808	\$17,994	\$186,467	\$2,094,151	\$67,030	\$272,467	\$268,247
	Net	(\$6,309.44)	(\$31,808)	(\$17,994)	(\$209,467)	\$300,168	(\$67,030)	(\$296,467)	(\$292,247)
National Conference 2019 - 3801	Revenue	\$2,405,865.67	(\$26,026)	\$2,670,947	\$0	\$0	\$2,436,318	\$0	\$0
	Expense	\$1,696,772.17	\$123,613	\$1,891,879	\$28,205	\$18,442	\$2,183,764	\$35,199	\$29,934
	Net	\$709,093.50	(\$149,639)	\$779,068	(\$28,205)	(\$18,442)	\$252,554	(\$35,199)	(\$29,934)
Annual Conf. Precons -3811	Revenue	\$13,415.00	\$7,655	\$19,535	\$12,200	\$17,492	\$17,492	\$11,286	\$11,286
	Expense	\$11,098.71	\$11,845	\$25,276	\$14,427	\$15,219	\$16,838	\$10,786	\$10,657
	Net	\$2,316.29	(\$4,190)	(\$5,741)	(\$2,227)	\$2,273	\$654	\$500	\$629
Annual Conf. Programs -3835	Revenue	\$17,650.00	\$21,350	\$17,400	\$15,200	\$16,000	\$16,000	\$16,000	\$16,000
	Expense	\$48,945.18	\$51,409	\$52,767	\$42,725	\$56,238	\$70,169	\$58,475	\$57,982
	Net	(\$31,295.18)	(\$30,059)	(\$35,367)	(\$27,525)	(\$40,238)	(\$54,169)	(\$42,475)	(\$41,982)
IMLS Grant Cost Share -3708	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$37,098.51	\$34,332	\$29,849	\$1,293	\$0	\$0	\$0	\$0
	Net	(\$37,098.51)	(\$34,332)	(\$29,849)	(\$1,293)	\$0	\$0	\$0	\$0
WESS International Confernece - 3827	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Education		\$2,679,643.49	\$281,010	\$3,103,140	\$372,382	\$2,737,363	\$2,876,051	\$449,875	\$449,875
Subtotal Expenses Education		\$1,992,340.34	\$495,704	\$2,306,786	\$548,994	\$2,448,819	\$2,711,891	\$798,824	\$782,598
Subtotal Net Education		\$687,303.15	(\$214,694)	\$796,354	(\$176,612)	\$288,544	\$164,160	(\$348,949)	(\$332,723)
Advocacy									
Government Relations-3704	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$28,044.27	\$20,290	\$26,282	\$23,139	\$44,710	\$60,426	\$56,699	\$52,673
	Net	(\$28,044.27)	(\$20,290)	(\$26,282)	(\$23,139)	(\$44,710)	(\$60,426)	(\$56,699)	(\$52,673)
Council of Liaisons -3501	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$39,856.45	\$40,142	\$47,059	\$59,040	\$67,374	\$74,060	\$71,103	\$54,994
	Net	(\$39,856.45)	(\$40,142)	(\$47,059)	(\$59,040)	(\$67,374)	(\$74,060)	(\$71,103)	(\$54,994)
Technology Summit - 3208*	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Advocacy		\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Expenses Advocacy		\$67,900.72	\$60,432	\$73,341	\$82,179	\$112,084	\$134,486	\$127,802	\$107,667
Subtotal Net Adcacacy		(\$67,900.72)	(\$60,432)	(\$73,341)	(\$82,179)	(\$112,084)	(\$134,486)	(\$127,802)	(\$107,667)
Subtotal Rev ENABLING PROGRAMS & SERVICES		\$7,292,383.72	\$4,934,380	\$7,956,439	\$5,509,437	\$7,724,463	\$8,071,076	\$5,458,159	\$5,251,288
Subtotal Exp ENABLING PROGRAMS & SERVICES		\$6,830,831.53	\$5,168,589	\$7,314,573	\$6,108,559	\$8,124,431	\$8,515,015	\$6,494,352	\$6,138,261
Subtotal Net ENABLING PROGRAMS & SERVICES		\$461,552.19	(\$234,209)	\$641,866	(\$599,122)	(\$399,968)	(\$443,939)	(\$1,036,193)	(\$886,973)
Subtotal Rev ENABLING PROGS & SERVS W/O CHOICE		\$4,365,864.72	\$1,903,425	\$4,939,048	\$2,616,463	\$4,594,996	\$5,012,538	\$2,559,437	\$2,572,017
Subtotal Exp ENABLING PROGS & SERVS W/O CHOICE		\$3,659,433.53	\$2,105,470	\$4,164,126	\$2,979,193	\$4,738,813	\$5,435,621	\$3,753,084	\$3,469,930
Subtotal Net ENABLING PROGS & SERVS W/O CHOICE		\$706,431.19	(\$202,045)	\$774,922	(\$362,730)	(\$143,817)	(\$423,083)	(\$1,193,647)	(\$897,913)
		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	\$2,020
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
TOTAL: Revenue including CHOICE		\$7,634,332.72	\$5,220,790	\$8,285,475	\$5,509,437	\$7,724,463	\$8,071,076	\$5,458,159	\$5,251,288
TOTAL: Expenses including CHOICE		\$7,180,441.20	\$5,548,489	\$7,718,559	\$6,108,559	\$8,124,431	\$8,515,015	\$6,494,352	\$6,138,261
TOTAL: Net including CHOICE		\$453,891.52	(\$327,699)	\$566,916	(\$599,122)	(\$541,355)	(\$443,939)	(\$1,036,193)	(\$886,973)
TOTAL: Revenue W/O CHOICE		\$4,707,813.72	\$2,189,836	\$5,268,084	\$2,616,463	\$4,594,996	\$5,012,538	\$2,559,437	\$2,572,017
TOTAL: Expenses W/O CHOICE		\$4,009,043.20	\$2,485,397	\$4,568,123	\$2,979,193	\$4,738,813	\$5,435,621	\$3,753,084	\$3,469,930
TOTAL: Net W/O CHOICE		\$698,770.52	(\$295,562)	\$699,961	(\$362,730)	(\$285,204)	(\$423,083)	(\$1,193,647)	(\$897,913)
% OF TOTAL REVENUE W/O CHOICE									
Strategic Priorities		7.26%	13%	6%	19%	5%	6%	8%	8%
Member Engagement		15.88%	33%	14%	30%	16%	15%	31%	29%
Education		56.92%	13%	59%	13%	57%	57%	18%	17%
Publications		19.93%	41%	20%	38%	21%	22%	43%	45%
Advocacy		0.00%	0%	0%	0%	0%	0%	0%	0%
		100.00%	100%	100%	100%	100%	100%	100%	100%



2/11/2019 9:36		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
% OF TOTAL EXPENSES W/O CHOICE									
Strategic Priorities		8.72%	15%	9%	22%	11%	12%	20%	19%
Member Engagement		16.14%	28%	19%	28%	19%	16%	25%	23%
Education		49.70%	20%	50%	19%	48%	50%	21%	23%
Publications		23.75%	34%	20%	29%	20%	20%	30%	32%
Advocacy		1.69%	2%	2%	3%	2%	2%	3%	3%
		100.00%	100%	100%	100%	100%	100%	100%	100%
% OF TOTAL NET W/O CHOICE									
Strategic Priorities		-1.10%	32%	-11%	33%	99%	86%	46%	51%
Member Engagement		14.43%	-12%	-19%	20%	76%	31%	13%	5%
Education		98.36%	73%	114%	37%	-101%	-39%	29%	37%
Publications		-1.97%	-13%	26%	-2%	-13%	-10%	1%	-5%
Advocacy		-9.72%	20%	-10%	11%	39%	32%	11%	12%
		100.00%	100%	100%	100%	100%	100%	100%	100%
CHOICE -3900	Revenue	\$2,926,519.00	\$3,030,955	\$3,017,391	\$2,892,974	\$3,129,467	\$3,058,538	\$2,898,722	\$2,679,271
	Expense	\$3,171,398.00	\$3,063,119	\$3,150,447	\$3,129,366	\$3,385,618	\$3,079,394	\$2,741,268	\$2,668,331
	Net	(\$244,879.00)	(\$32,164)	(\$133,056)	(\$236,392)	(\$256,151)	(\$20,856)	\$157,454	\$10,940
<p>* The total expenses for the Technology Summit include an additional \$25,000 in expenses that are not reflected in the project budget as \$25,000 of ACRL LTI interest was allocated to this strategic initiative.</p> <p>** 2008 actual contains \$400 in expenses previously unreported due to an accounting misallocation.</p> <p>*** ACRL embraces the use of information technology in the deliver of its Web-CE courses.</p>									
<p>DEFINITIONS</p> <p>Lines 41-43: Show the subtotal of all ACRL Strategic Priority projects' Revenue, Expense, and Net Revenue.</p> <p>Lines 86-88: Show the subtotal of all Member Services projects' Revenue, Expense, and Net Revenue.</p> <p>Lines 153-155: Show the subtotal of all Professional Development projects' Revenue, Expense, and Net Revenue.</p> <p>Line 115-117: Shows the subtotal of all Publications projects' Revenue, Expense, and Net Revenue.</p> <p>Line 167-169: Shows the subtotal of all Advocacy projects' Revenue, Expense, and Net Revenue.</p> <p>Lines 181-183: Show the total of all ACRL projects' Revenue, Expense, and Net Revenue. Line 181, Total Revenue is equal to the sum of lines 41, 86, 115, 153, and 167. Lines 182 and 183 are calculated similarly.</p> <p>Lines 186-188: Show the total of all ACRL projects' Revenues, Expenses, and Net Revenues w/o CHOICE Revenue, Expense or Net Revenue. Line 186, total ACRL Revenue w/o CHOICE is equal to line 181, the Total of all ACRL projects' Revenue, minus line 214, CHOICE Revenue. Line 187 and 188 are calculated similarly.</p> <p>Lines 190-195: Show the Subtotal of Revenues for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Revenues w/o CHOICE. Line 191, Strategic Priorites (% of Total Revenue) is equal to line 41, Subtotal of Strategic Priority Revenue, divided by line 186, Total Revenue w/o CHOICE. Lines 192-195 are calculated similarly.</p> <p>Lines 198-203: Show the Subtotal of Expenses for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Expenses w/o CHOICE. Line 199, Strategic Priorities (% of Total Expense) is equal to line 42, Subtotal of Strategic Priority Expense, divided by line 187, Total Expense w/o CHOICE. Lines 200-203 are calculated similarly.</p> <p>Lines 206-211: Show the Subtotal of Net Revenues for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Net Revenues w/o CHOICE. Line 207, Strategic Priorites (% of Total Net Revenue) is equal to line 43, Subtotal of Strategic Priority Net Revenue, divided by line 188, Total Net Revenue w/o CHOICE.</p>									

	A	B	C	D	E	F
1	Budget Matrix for Operating Expenses	2/11/19 9:36 AM				
2	FY 2020 Budget					
3		PROPOSED ADJUSTMENTS	SALARIES	31.0%		
4	FY 2020 Budget	% BUDGETED	BUDGETED	BENEFITS	OPERATING	TOTAL
5	PROJECTS	FY 2020 Budget	FY 2020 Budget	FY 2020 Budget	EXP.ALL	
6						
7	3200 MEMBERSHIP	5.00%	\$61,925	\$19,197	\$3,656	\$84,778
8	3201 BOARD/EXEC. CTTE.	7.65%	\$94,746	\$29,371	\$5,594	\$129,711
9	3202 ACAD. LIB. STATISTICS	1.50%	\$18,578	\$5,759	\$1,097	\$25,434
10	3203 ADVISORY SERVICES	1.25%	\$15,481	\$4,799	\$914	\$21,194
11	3204 STANDARDS	0.63%	\$7,788	\$2,414	\$460	\$10,662
12	3206 AWARDS	1.90%	\$23,532	\$7,295	\$1,389	\$32,216
13	3207 CHAPTERS	1.22%	\$15,116	\$4,686	\$893	\$20,695
14	3250 COMMITTEES & INTEREST GROUPS	9.04%	\$111,961	\$34,708	\$6,611	\$153,280
15	3275 SECTIONS	5.75%	\$71,214	\$22,076	\$4,205	\$97,495
16	3300-1 C&RL	1.59%	\$19,656	\$6,093	\$1,161	\$26,910
17	3302 C&RL NEWS	15.00%	\$185,776	\$57,591	\$10,969	\$254,336
18	3303 RBM	0.37%	\$4,526	\$1,403	\$267	\$6,196
19	3340 WEB-BASED CE	2.30%	\$28,486	\$8,831	\$1,682	\$38,999
20	3341 LICENSED WORKSHOPS	3.05%	\$37,774	\$11,710	\$2,230	\$51,714
21	3400 NON PERIODICAL PUBS	8.55%	\$105,892	\$32,827	\$6,253	\$144,972
22	3402 DIVERSITY ALLIANCE	1.50%	\$18,578	\$5,759	\$1,097	\$25,434
23	3403 NEW ROLES	0.75%	\$9,289	\$2,880	\$548	\$12,717
24	3501 COUNCIL OF LIAISONS	1.20%	\$14,862	\$4,607	\$878	\$20,347
25	3702 SCHOLARLY COMMUNICATIONS	3.00%	\$37,155	\$11,518	\$2,194	\$50,867
26	3703 VAL INITIATIVE	3.00%	\$37,155	\$11,518	\$2,194	\$50,867
27	3704 GOVERNMENT RELATIONS	1.75%	\$21,674	\$6,719	\$1,280	\$29,673
28	3711 STUDENT LEARNING	0.30%	\$3,716	\$1,152	\$219	\$5,087
29	3712 PROJECT OUTCOME	4.75%	\$58,829	\$18,237	\$3,474	\$80,540
30	3800 RBMS CONFERENCE	3.34%	\$41,381	\$12,828	\$2,443	\$56,652
31	3801 ACRL 2023 CONFERENCE	1.50%	\$18,578	\$5,759	\$1,097	\$25,434
32	3808 ACRL 2021 CONFERENCE	7.20%	\$89,173	\$27,644	\$5,265	\$122,082
33	3811 PRECONFERENCES	0.22%	\$2,759	\$855	\$163	\$3,777
34	3830 IIL IMMERSION NATIONAL	1.60%	\$19,857	\$6,156	\$1,172	\$27,185
35	3831 FRIENDS OF ACRL	2.95%	\$36,597	\$11,345	\$2,161	\$50,103
36	3832 LEAD-TECH IMMERSION	0.00%	\$0	\$0	\$0	\$0
37	3833 SECTION SPECIAL EVENTS	0.49%	\$6,063	\$1,880	\$358	\$8,301
38	3834 IMMERSION LICENSING	0.06%	\$690	\$214	\$41	\$945
39	3835 ANNUAL CONFERENCE PROGRAMS	0.84%	\$10,432	\$3,234	\$616	\$14,282
40	3836 IIL IMMERSION ASSESSMENT PROG	0.00%	\$0	\$0	\$0	\$0
41	3900 CHOICE	0.75%	\$9,289	\$2,880	\$548	\$12,717
42						
43	TOTALS (down)	100.00%	\$1,238,528	\$383,945	\$73,129	\$1,695,602
44	TOTALS	100.00%	\$ 1,238,508	\$383,938	\$73,129	\$1,695,575
45	Variance due to Rounding				\$0	
46						
47	NOTE: Percentage allocations based on staff timestudies from previous years.					

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	6/14/2019							
3	PROJECT: GENERAL AND ADMINISTRATIVE								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
8	TOTAL								
9	EXPENSE								
10	5000	Salaries & Wages	(\$81,025)	(\$32,954)	(\$12,759)	(\$2,208)	(\$1,780)	\$7,136	\$9,289
11	5001	Temp Employees-In-House	\$8,225	\$6,315	\$3,236	\$2,180	\$0	\$7,280	\$2,500
12	5002	Overtime/Wages	\$5,712	\$5,675	\$3,668	\$0	\$1,780	\$6,900	\$2,875
13	5009	Accrued Vacation	\$0	\$0	\$0	0	\$0	0	0
14	5010	Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$1,978	\$2,880
15	5016	Prof Memberships	\$1,970	\$1,710	\$1,405	\$2,052	\$3,022	\$2,480	\$2,480
16	5100	Temp Employee/Outside	\$2,830	\$6,704	\$0	\$0	\$0	\$0	\$0
17	5110	Professional Services	\$69,448	\$14,260	\$5,855	\$28	\$0	\$12,000	\$0
18	5122	Bank Service Fees	\$55	\$0	\$0	0	\$0	0	0
19	5140	Repairs/Maintenance		\$0	\$14	\$0	\$0	\$100	\$100
20	5150	Messenger Service	\$151	\$225	\$273	\$136	\$371	\$300	\$300
21	5210	Transportation	\$6,416	\$6,063	\$5,428	\$4,677	\$7,972	\$6,500	\$6,000
22	5212	Lodging & Meals	\$3,051	\$2,980	\$4,182	\$6,915	\$4,901	\$3,500	\$4,800
23	5216	Business Meetings	\$1,809	\$1,662	\$1,661	\$1,019	\$826	\$2,000	\$1,000
24	5300	Facilities Rent	\$0	\$0	\$0	0	\$0	0	0
25	5301	Conference Equipment Rental	\$956	\$491	\$0	\$603	\$0	\$100	\$100
26	5302	Meal Functions	\$3,607	\$418	\$7,793	\$1,253	\$1,256	\$8,000	\$2,000
27	5303	Exhibits	0	\$68	\$0	\$0	\$0	\$0	\$0
28	5304	Speaker/Guest Expenses	\$561	\$0	\$0	\$0	\$0	0	0
29	5306	Awards	\$0	\$0	\$0	\$0	\$0	0	0
30	5310	Computer Rental/Internet Co	\$28	\$0	\$0	\$0	\$0	0	0
31	5350	Program Allocation	\$0	\$603	\$0	\$0	\$0	\$0	\$0
32	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5402	Printing-O/S	\$2,892	\$1,892	\$1,900	\$2,224	\$852	\$2,233	\$2,000
34	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	0	0
35	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5410	Mail Service-O/S	\$0	\$0	\$0	\$225	\$0	0	0
37	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
39	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
40	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5430	Web Operating Expenses	\$3,541	\$3,817	\$4,220	\$3,120	\$710	\$1,800	\$6,076
42	5030	Staff Recruitment/Relocation	\$0	\$0	\$431	\$712	\$0	\$0	\$0
43	5031	Staff Development	\$1,619	\$14,414	\$7,324	\$15,075	\$17,520	\$30,863	\$18,000
44	5500	Supplies/Operating	\$2,589	\$4,179	\$2,586	\$2,355	\$3,041	\$4,000	\$3,500
45	5501	Equipment/Software-Minor	\$5,031	\$1,272	\$2,957	\$3,098	\$2,239	\$10,300	\$5,000
46	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	\$100	\$0
47	5520	Equipment Rental/Lease	\$0	\$0	\$0	\$0	\$0	\$0	\$0
48	5522	Telephone & Fax/O/S	\$1,073	\$1,006	\$821	\$734	\$791	\$1,100	\$800
49	5523	Postage & E-Mail/O/S	\$57	\$0	\$33	\$10	\$1,759	\$100	\$100
50	5530	Depr/Furn & Equipment	\$0	\$0	\$0	\$0	\$0	\$6,400	\$1,000
51	5540	Royalty Expense	\$0	\$0	\$0	\$230	\$51	0	0
52	5560	Organization Support/Contrib	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0
53	5599	Misc. Expense	(\$48,933)	(\$200,066)	(\$48,367)	(\$59,111)	(\$49,602)	(\$114,680)	(\$63,333)
54	5902	IUT-ITTS		\$0	\$0	0	\$0	0	0
55	5904	Transfer to/from Endowment		\$150,000	\$0	0	\$0	0	0
56	5905	IUT-Telephone	\$1,967	\$1,782	\$2,145	\$2,163	\$1,826	\$2,200	\$2,000
57	5909	IUT-Dist. Center	\$965	\$546	\$524	\$532	\$688	\$1,000	\$750
58	5910	IUT-Repro.	\$5,406	\$6,937	\$4,672	\$6,979	\$1,777	\$6,000	\$2,500
59	5941	IUT-CHOICE		\$0	\$0	\$0	\$0	(\$9,690)	(\$12,717)
60	5999	IUT-Misc.		\$0	\$0	\$0	\$0	0	0
61	TOTAL DIRECT EXPENSES		\$1	(\$1)	\$2	\$1	\$0	\$0	\$0
62									
63	NET			\$0	\$0	\$0	\$0	\$0	\$0

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	0000		
4		Project Name:	Administration		
5					
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2020 Budget \$ Amount
8					
9			Total Revenues		0.00
10	5000	Salaries & Wages	Salaries: Memo only; will be allocated to programs at year end.	1,238,508	
11	5001	Temp Employees-In-House			
12	5002	Overtime/Wages	Anticipated overtime for ALA Conferences plus 15% benefits	2,875	
13	5010	Employee Benefits	Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end.	383,938	
14	5000	Salaries & Wages	Portion of ACRL salaries allocated to CHOICE, @ % of total ACRL salaries listed in the salary matrix.		9,289.00
15	5001	Temp Employees-In-House	Interns/temporary employees in lieu of full time administrative assistant. (intern staffing @ 10 hours/week (\$14/hr) for 12 months = \$14,560)		2,500.00
16	5002	Overtime/Wages	Anticipated overtime for ALA Conferences plus 15% benefits		2,875.00
17	5010	Employee Benefits	Benefits of line 5000 for Choice supported portion based on time study		2,880.00
18	5016	Prof Memberships	ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$370), AFP (\$370)		2,480.00
19	5100	Temp Employee/Outside			0.00
20	5110	Professional Services	Contract support as needed.		0.00
21	5140	Repairs/Maintenance	Shared		100.00
22	5150	Messenger Service	Messenger service		300.00
23	5210	Transportation	Travel expenses for Executive Director to meet with non-liaison associations, potential donors, governmental agencies and to conduct association business (Choice site visits); 8 flights at (\$400) = 3,200 and local transportation \$100 each trip. \$2,300 for travel to IFLA. Staff travel for association business.		6,000.00
24	5212	Lodging & Meals	Lodging and meals for Executive Director when on business for association; 8 trips avg 1 night each (\$250 sleeping room, internet, taxes) and meals for Executive Director (\$50 per diem) 8 trips avg 2 days each. \$2,000 for IFLA attendance.		4,800.00
25	5216	Business Meetings	Business meetings and registration fees.		1,000.00
26	5301	Conference Equipment Rental	Conference equipment rental		100.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	0000		
4		Project Name:	Administration		
5					
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2020 Budget \$ Amount
27	5302	Meal Functions	Meal Functions - Group meals Executive Director hosts to conduct association business during travel.		2,000.00
31	5402	Printing-O/S	Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300 -Share of ACRL Briefing Book (1/3 of \$700)		2,000.00
32	5404	Design Service-O/S	Design service		0.00
33	5411	Advertising/Space	Advertising/space for recruitment		0.00
34	5420	Copyright Fees	General Copyright Fees		0.00
35	5430	Web Operating Expenses	Domain name fees for acrl.org and acrl.org.xxx (\$300), bulk email provider (now provided by ALA), survey software subscription (SurveyMonkey or other, \$336), Skype (\$350/year). Zoom \$4260 = \$355 x 12 months.		6,076.00
36	5030	Staff Recruitment/Relocation			0.00
37	5031	Staff Development	Staff Development for area workshops and seminars; 1.5% of staff salaries and the \$10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance. Reduced in this budget to base on historical actuals.		18,000.00
38	5500	Supplies/Operating	Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations.		3,500.00
39	5501	Equipment/Software-Minor	Minor equipment and computer software costing. Est. financial software licenses: \$2,500. Volunteer system: \$1,500. Adobe Creative Cloud Suite: \$2150. Adjusted based on historical actuals.		5,000.00
40	5502	Ref Matls/Periodicals	Reference materials and subscriptions to professional journals.		0.00
41	5520	Equipment Rental/Lease			0.00
42	5522	Telephone & Fax/O/S	Telephone		800.00
43	5523	Postage & E-Mail/O/S			100.00
44	5530	Depr/Furn & Equipment	Depreciation		1,000.00
45			From depr worksheet. Placeholder pending updates from ALA Finance.		
46	5560	Organization Support/Contrib.	ACRL FY19 contribution to the LTI fund: shown on Exec. Summary		
47	5599	Misc. Expense	Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix	548	-63,333.00
48			Reverse out charges to projects (memo includes CHOICE amount)	-63,881.00	
49	5905	IUT-Telephone	IUT telephone		2,000.00
50	5909	IUT-Dist. Center	IUT distribution		750.00
51	5910	IUT-Repro.	IUT reprographics		2,500.00
52	5941	IUT-CHOICE	Transfer from CHOICE		-12,717.00
53			Total Expenses		0.00
54			Net		0.00



	B	C	P	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET									
2	ACRL PROJECT: MEMBERSHIP SERVICES & RECRUITMENT									
3										
4			2013	2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6										
7	REVENUE									
8	4000	Dues/Personal	\$651,010	\$630,256	\$642,750	\$634,905	\$635,258	\$606,636	\$525,699	\$532,441
9	4001	Dues/Organizational	\$0	\$0	\$0	\$0	\$0	\$0	\$74,002	\$75,660
10	4002	Dues-Special	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4003	Dues Life Members-Cu	\$3,705	\$3,570	\$3,375	\$3,240	\$3,195	\$3,150	\$3,195	\$3,063
12	4004	Dues-Cont. Members &	\$120	\$120	\$120	\$120	\$120	\$120	\$120	\$120
13	4163	Advertising/Online	\$0	\$0	\$0	\$0	0	\$0	0	0
14	4610	Comm/Online Advertis	\$0	\$0	\$0	\$0	0	\$0	0	0
15	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	0	\$0	0	0
16	4429	Overhd-exempt Rev./D	\$0	\$0	\$0	\$0	0	\$0	0	0
17										
18	TOTAL		\$654,835	\$633,946	\$646,245	\$638,265	\$638,573	\$609,906	\$603,016	\$611,284
19										
20	EXPENSES									
21	5000	Salaries & Wages	\$44,471	\$59,935	\$48,692	\$71,141	\$47,110	\$57,764	\$51,309	\$61,925
22	5001	Temp Employees-In-H	\$0	\$0	\$0	\$0	\$0	\$0	0	0
23	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	\$0	0	0
24	5010	Employee Benefits	\$11,949	\$16,538	\$13,901	\$21,110	\$14,395	\$17,329	\$14,226	\$19,197
25	5110	Professional Services	\$13,219	\$8,132	\$45,510	\$33,569	\$43,429	\$54,740	\$50,500	\$5,000
26	5122	Bank Service Fees	\$13,389	\$12,774	\$13,688	\$13,708	\$15,624	\$13,420	\$12,060	\$12,226
27	5150	Messenger Service	\$0	\$0	\$0	\$0	0	\$0	0	0
28	5210	Transportation	\$0	\$0	\$0	\$0	0	\$0	0	0
29	5212	Lodging & Meals	\$0	\$0	\$0	\$0	0	\$0	0	0
30	5216	Business Meetings	\$0	\$0	\$0	\$0	0	\$0	0	0
31	5300	Facilities Rent	\$0	\$0	\$0	\$0	0	\$0	0	0
32	5301	Conference Equipmen	\$0	\$0	\$0	\$0	0	\$0	0	0
33	5302	Meal Functions	\$3,790	\$3,487	\$8,861	\$4,363	\$4,722	\$4,206	\$10,019	\$4,465
34	5303	Exhibits	\$0	\$0	\$0	\$0	0	\$0	0	0
35	5304	Speaker/Guest Expens	0	\$0	\$0	\$0	0	\$0	0	0
36	5309	Audio/Visual Equip Re	0	\$0	\$1,076	\$0		\$0		
37	5350	Program Allocation	\$7,330	\$10,946	\$32,723	\$20,130	\$20,352	\$37,605	\$73,500	\$10,000
38	5401	Typesetting/Comptn-O	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
39	5402	Printing-O/S	\$4,776	\$4,586	\$5,731	\$5,880	\$4,421	\$3,703	\$6,000	\$4,500
40	5404	Design Service-O/S	\$0	\$0	0	\$0	0	\$0	0	0
41	5410	Mail Service-O/S	\$232	\$232	\$152	\$0	\$25	\$0	\$50	\$0
42	5430	Web Operating Expens	\$0	\$0	\$0	\$1,149	\$1,199	\$89	\$0	\$0
43	5500	Supplies/Operating	\$2,660	\$102	\$1,939	\$2,378	\$1,238	\$6,298	\$1,250	\$200
44	5501	Equipment/Software-M	\$997	\$0	\$0	\$0	\$0	\$1,693	\$0	\$0
45	5530	Depr/Furn & Equipmer	\$356	\$430	\$223	\$197	\$204	\$194	0	0
46	5560	Organization Support/O	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5599	Misc. Expense	\$4,196	\$3,420	\$10,784	\$3,676	\$2,944	\$2,377	\$4,140	\$3,656
48	5902	IUT-ITTS	\$495	\$495	\$495	\$495	\$360	\$405	\$360	\$405
49	5904	Transfer to/from Endov	\$0	\$0	\$0	\$0	\$0	\$0	-\$226,501	(\$157,096)
50	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51	5909	IUT-Dist. Center	\$86	\$146	\$462	\$478	\$346	\$355	\$350	\$355
52	5910	IUT-Repro.	\$617	\$442	\$1,545	\$249	\$784	\$159	\$250	\$160
53	5999	IUT-Misc.	\$0	\$0	\$0	\$0	0	\$0	0	0
54										
55	TOTAL DIRECT EXPENSES		\$108,564	\$121,667	\$185,782	\$178,523	\$157,152	\$200,336	-\$2,487	(\$35,007)
56										
57	NET		\$546,271	\$512,279	\$460,464	\$459,742	\$481,421	\$409,570	\$605,503	\$646,291

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4000	Dues/Personal	Personal memberships in August 2018 totalled 9,597. As a non-conference year, FY20 personal membership is projected to decrease 3.5% over FY18 to 9,261 (of which 9,261 are paying members). Students represent 9.6% (889) of personal (paying) members and retired members represent 3.5% (324). Total cash receipts: (8,048 x \$68 = \$525,568)+(324 x \$44 = \$13,981)+(889 x \$5 = \$4,905) = \$537,667. This is the number used to calculate FY19 deferred revenue which appears in the first quarter of FY20. Four of the 12 months of 2019 are part of FY20 (Sept.-Dec.). Therefore, 95% of 4/12 of the 2019 dues are deferred in FY20 (.335 x \$522,068) = \$174,893.		\$532,441.00
9			Reduce projected revenues by 5% to account for variance of when member dues are received		
10	4001	Dues/Organizational	Organizational members for 2019 are expected to decline by 1% (6) from 2018 total (628 x \$125 = \$78,500). Four months (Sept.-Dec. 2019) are part of FY2020. 4/12 of \$78,500 = \$26,140.		\$75,660.00
11			Organizational members for 2020 are expected to decline by 1% (6) from 2019. Total cash receipts: 622 X \$125 = \$75,750. Eight of the 12 months of 2020 are part of FY20 (Jan.-Aug.). Therefore, 8/12 (or .667) of the dues are recognized in FY20 (the rest or 4/12 [or .333] are deferred to FY21) 8/12 of \$77,750 = \$51,859.		
12			Org revenues minus 3% factor to account for varying renewal times = \$2,340		
13	4002	Dues-Special	Special Member Dues, based on 2017 actual		\$0.00
14	4003	Dues Life Members-Current	Life member dues revenues. In August 2020, life dues are expected to total \$3,063 which is a 1.4% decrease from FY19.		\$3,063.00
15	4004	Dues-Cont. Members & Div Trf	Continuing members dues revenues. In August 2020, continuing member dues are expected to total \$120 which no change from FY19.		\$120.00
16			Total Revenues		\$611,284.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
17	5000	Salaries & Wages	Salaries calculated % of ACRL total salaries detailed in the salary matrix		\$61,925.00
18	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$19,197.00
19	5110	Professional Services	Consultant costs: \$5,000 (for member research)		\$5,000.00
20	5122	Bank Service Fees	Bank service fees (2.0% of dues)		\$12,226.00
21	5302	Meal Functions	Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$8929 x2 conferences) = \$4464		\$4,465.00
22					
23	5350	Program Allocation	Five FY19 Emerging Leader sponsorship (\$1,000 x 5 = \$5,000); Exhibits at Annual Conference only \$5,000.		\$10,000.00
24	5401	Typesetting/Comptn-O/S			\$0.00
25	5402	Printing-O/S	Outside printing of C&RL News wraps (new, reinstated, lapsing members); based on historical figures		\$4,500.00
26	5410	Mail Service-O/S	Mail service (based on FY18 actual)		\$0.00
27	5430	Web Operating Expenses			\$0.00
28	5500	Supplies/Operating	ACRL ACRL 101 supplies		\$200.00
29	5501	Equipment/Software-Minor	Adobe Connect & Zoom software annual subscription --in Project 0000.		\$0.00
30	5523	Postage & E-Mail/O/S	Postage		
31	5560	Organization Support/Contrib.	Long-term investment fund interest (Proj 3657) to fund strategic initiatives. Note: at request of ALA Finance, this now shown in 5904.		
32	5599	Misc. Expense	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.		\$3,656.00
33	5902	IUT-ITTS	IUT-data processing (mailing labels for C&RL News wraps) (Based on FY18 actual)		\$405.00
34	5904	Transfer to/from Endowment	Payout approved by the ALA Board of the interest/appreciation/dividends/contributions from ACRL's LTI calculated as five percent of the average of the previous twenty quarter. This number will be updated in February when payouts are approved by the Endowment Trustees.		(\$157,096.00)
35	5905	IUT-Telephone	IUT-telephone (based on FY18 actual)		\$0.00
36	5909	IUT-Dist. Center	IUT-distribution (based on FY18 actual)		\$355.00
37	5910	IUT-Repro.	IUT-reprographics (based on FY18 actual)		\$160.00
38	5942	IUT-Advertising	IUT-advertising;		\$0.00
39			Total Expenses		(\$35,007.00)
40			Net		\$646,291.00

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	2/11/2019							
3	PROJECT:	BOARD, PRESIDENT, EXEC. COMMITTEE							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4220	Meal Functions	\$0	\$0	\$0	0	0	0	0
8	4400	Donations/Honoraria	\$0	\$0	\$0	0	0	0	0
9	4429	Overhd-exempt Rev./Divis	\$0	\$0	\$0	0	0	0	0
10	4490	Misc. Fees/Revenues	\$0	\$0	\$0	0	0	0	0
11									
12	TOTAL		\$0	\$0	\$0	\$0	\$0	\$0	\$0
13									
14	EXPENSES								
15	5000	Salaries & Wages	\$102,283	\$77,464	\$95,199	\$71,685	\$92,253	\$82,612	\$94,746
16	5001	Temp Employees-In-House		\$0	\$0	0		0	0
17	5002	Overtime/Wages		\$0	\$0	0		0	0
18	5010	Employee Benefits	\$28,228	\$22,116	\$28,248	\$21,905	\$27,674	\$22,905	\$29,371
19	5016	Prof Memberships	\$15	\$0	0	0		0	0
20	5110	Professional Services	\$10,125	\$10,000	\$10,000	\$12,573	\$9,348	\$13,400	\$10,000
21	5122	Bank Service Fees		\$0	0	0		0	0
22	5150	Messenger Service	\$380	\$7	\$244	\$274	\$557	\$700	\$700
23	5210	Transportation	\$12,826	\$13,313	\$13,458	\$17,045	\$21,807	\$24,700	\$16,700
24	5212	Lodging & Meals	\$27,373	\$21,647	\$21,512	\$23,409	\$20,136	\$40,520	\$31,050
25	5214	Entertainment		\$0	0	0		0	0
26	5216	Business Meetings	\$4,777	\$1,901	\$2,095	\$1,990	\$1,990	\$2,095	\$2,095
27	5300	Facilities Rent	\$150	\$600	\$941	\$0		\$200	\$0
28	5301	Conference Equipment Re	\$5,612	\$7,507	\$6,907	\$6,823	\$4,353	\$5,755	\$5,650
29	5302	Meal Functions	\$19,794	\$21,066	\$28,095	\$27,078	\$23,684	\$35,459	\$28,761
30	5309	Audio/Visual Equip Rental	\$0	\$0	\$744	0		\$0	\$0
31	5310	Computer Rental/Internet	\$0	\$0	0	0		0	0
32	5350	Program Allocation	\$0	\$826	\$28	\$397		\$100	\$100
33	5402	Printing-O/S	\$105	\$0	\$227	\$0	\$162	\$333	\$333
34	5404	Design Service-O/S	\$0	\$0	0	\$263		0	0
35	5410	Mail Service-O/S	\$0	\$0	0	\$0		0	0
36	5411	Advertising/Space	\$0	\$0	0	\$0		0	0
37	5412	Advertising/Direct	\$0	\$0	\$0	\$0		\$0	\$0
38	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0		\$200	\$0
39	5420	Copyright Fees	\$0	\$0	\$0	\$0		\$207	\$207
40	5430	Web Operating Expenses	\$0	\$0	\$1,149	\$1,149	\$1,684	\$0	\$0
41	5431	Webminars/Webcasts/We	\$0	\$0	0	\$0		0	0
42	5031	Staff Development	\$0	\$0	0	\$0		0	0
43	5500	Supplies/Operating	\$686	\$835	\$1,791	\$1,185	\$1,173	\$2,000	\$750
44	5502	Ref Matls/Periodicals	\$0	\$23	\$0	\$0		\$50	\$0
45	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0		\$50	\$0
46	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0		\$0	\$0
47	5530	Depr/Furn & Equipment	\$735	\$354	\$264	\$310	\$310	\$0	\$0
48	5560	Organization Support/Contrib.		\$0	0	\$0		0	0
49	5599	Misc. Expense	\$5,838	\$17,156	\$4,919	\$4,479	\$3,796	\$6,665	\$5,594
50	5902	IUT-ITTS		\$0	\$0	\$0		\$0	\$0
51	5905	IUT-Telephone		\$0	\$0	\$0		\$0	\$0
52	5909	IUT-Dist. Center	\$21	\$47	\$17	\$9		\$50	\$20
53	5910	IUT-Repro.	\$11	\$71	\$0	\$2	\$3,253	\$100	\$100
54	5942	IUT-Advertising		\$0	\$0	\$0		\$0	\$0
55	5999	IUT-Misc.		\$0	0	\$0		0	0
56	5911	IUT-General Overhead		\$0	0	\$0		0	0
57									
58	TOTAL DIRECT EXPENSES		\$218,961	\$194,933	\$215,838	\$190,578	\$212,181	\$238,101	\$226,177
59									
60	NET		(\$218,961)	(\$194,933)	(\$215,838)	(\$190,578)	(\$212,181)	(\$238,101)	(\$226,177)

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3201</b>		
4		<b>Project Name:</b>	<b>Board, President, and Executive Committee</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
8					
9					
10			<b>Total Revenues</b>		<b>0</b>
11	5000	<b>Salaries &amp; Wages</b>	Salaries calculated at % of total ACRL salaries as shown in salary matrix.		<b>94,746</b>
12	5010	<b>Employee Benefits</b>	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		<b>29,371</b>
13	5110	<b>Professional Services</b>	SPOS Facilitator \$10,000		10,000
14	5150	<b>Messenger Service</b>	Shipping of Board documents to conference. 1/3 of briefing book shipment. Shipment to MW and AC \$200 x 2 = \$400		700
15	5210	<b>Transportation</b>	Total transportation expenses for the ,Strategic Planning and Orientation Session (SPOS), Board President and Executive Director liaison travel,and President-Elect and Executive Director training at ASAE		16,700
16			<b>Fall Exec (Virtual)</b>		
17			<b>SPOS (Chicago)</b> 13 Board members air travel + 1 facilitator+ 8 committee chairs/vice-chairs 22 ppl X \$450 (\$400 flight, \$50 for luggage fees) = \$9,900  Local ground transportation 22 X \$50=\$1,100  Reimbursements for mileage to airport and airport parking/staff local travel as needed. 22 ppl x \$50 = \$1,100	12,100	
18			<b>ARL/CNI/Other Mtgs for ACRL Board President and Executive Director</b> Eight (8) air travel trips at \$300 plus \$50 for luggage fees = \$2,800  Local ground transportation, mileage and parking reimbursement 8 trips x \$100 = \$800.	3,600	

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3201</b>		
4		<b>Project Name:</b>	<b>Board, President, and Executive Committee</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
19			<b>ASAE</b> Air travel for Executive Director and President-elect to attend meeting 2 ppl x (\$400 per flight) = \$800.  Local transportation 2 ppl x \$50 = \$100  Reimbursement for mileage and parking 2 ppl x \$50 = \$100	1,000	
20	5212	<b>Lodging &amp; Meals</b>	Total lodging and per diem reimbursement expenses for the Fall Exec meeting, Strategic Planning and Orientation Session (SPOS), Spring Exec meeting, Board President and Executive Director liaison travel, President-Elect and Executive Director training at ASAE, and ACRL Board Presidential Suite at ALA conferences.		31,050
21			<b>Fall Exec</b> (Virtual)		
22			<b>SPOS</b> Lodging 30 ppl @ 90 total room nights X \$195 = \$17,550  Meal reimbursement 30 x 2 x \$50 per diem = \$3,000	20,550	

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3201</b>		
4		<b>Project Name:</b>	<b>Board, President, and Executive Committee</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
23			Spring Exec will be virtual		
24			<b>ARL/CNI/Leg Day/Other Mtgs for ACRL Board President and Executive Director</b> Lodging 8 trips x 2 nights ea. x \$250 = \$4,000  Meal reimbursement 8 trips x 3 days x \$50 per diem = \$1,200	5,200	
25			<b>ASAE</b> Lodging for Pres Elect & Exec Dir 2 ppl x at 3 nights at \$250 each = \$1,500;  Meal Reimbursement 2 ppl x 4 days x \$50 per diem = \$400	1,900	
26			<b>ACRL suite at MW and AC</b> \$340/night/10 nights = \$3,400	3,400	
27					
28	5216	<b>Business Meetings</b>	Registration fees for ASAE symposium		2,095
29	5300	<b>Facilities Rent</b>			
30	5301	<b>Conference Equipment Rental</b>	<b>Midwinter &amp; Annual Conference</b> Replacement ink in ACRL suite. (\$150)  <b>Spring Exec- No AV fees @ ALA WO or ALA Chicago</b>	150	5,650
31			<b>SPOS</b> Wifi, projector, flip charts/easels, laptop, six extension cords, labor costs, taxes, service fee & delivery fee: SPOS total = \$5,500	5,500	
32	5302	<b>Meal Functions</b>	<b>Fall and Spring Exec (virtual)</b>		28,761



	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3201</b>		
4		<b>Project Name:</b>	<b>Board, President, and Executive Committee</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
33			<b>Board meals @ MW</b> Optional group dinner 15 ppl @ \$45 person = \$675 Board Breakfast at Board Update 16ppl @ \$50 ea = \$800 Board lunch in the suite 20ppl @ \$75 ea = \$1,500  <b>Board meals @ AC</b> AC Board orientation catered breakfast for 10 ppl @ \$50 ea = \$500, Optional group dinner 15 ppl @ \$45 person = \$600 Board lunch in the suite 16ppl @ \$75 ea = \$1,200  \$150 for ED and Pres Inaugural banquet tickets	5,425	
34			Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$8929 @ each conference) = \$4464	4,464	
35			<b>SPOS meals at hotel plus social event</b> Wed catered breakfast for 10 ppl @ \$40 ea = \$400 catered lunch for 10 ppl @ \$68 ea = \$680 2 catered break for 32 ppl @ \$25 ea = \$1600 group dinner and event for 32 ppl @ \$75 per person = \$2,400  Thurs catered breakfast and break for 32 ppl @ \$40 ea = \$1,280 catered lunch for 32 ppl @ \$68 ea = \$2,176 2 catered break for 32 ppl @ \$25 ea = \$1600 group dinner w activity tbd for 32 ppl @ \$140 = \$4480  Fri catered breakfast for 32 ppl @ \$40 ea = \$1,280 catered lunch for 32 ppl @ \$68 ea = \$2,176 catered break for 32 ppl @ \$25 ea = \$800	18,872	
36	5304	<b>Speaker/Guest Expenses</b>	President's Program speaker expenses (\$4,000) (now reflected in Project 3835)		0
37	5305	<b>Speaker/Guest Honorarium</b>	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)		0



	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3201</b>		
4		<b>Project Name:</b>	<b>Board, President, and Executive Committee</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
38	5309	Audio/Visual Equip Rental	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)		0
39	5350	Program Allocation	Board program expenses. Leadership Council moved to 5212.		100
40	5402	Printing-O/S	Printing-outside- 1/3 share of \$700 ACRL Briefing Book Business cards for ACRL Presidents-\$100		333
41	5412	Advertising/Direct			
42	5415	Pre-Press/Photo Services	Board photos		0
43	5420	Copyright Fees	HBR article copyright fees for Board orientation packet. \$207		207
44	5430	Web Operating Expenses	Zoom license fees moved to 0000.		0
45	5500	Supplies/Operating	Supplies for Leadership Council, five Board meetings, and gifts for departing Board members.		750
46	5502	Ref Matls/Periodicals	Reference Materials		0
47	5522	Telephone & Fax/O/S	Reimbursement, phone, for President, Officers		0
48	5523	Postage & E-Mail/O/S	Reimbursement, postage, for President, Officers		0
49	5530	Depr/Furn & Equipment	Reimbursement, postage, for President, Officers		0
50	5599	Misc. Expense	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.		5,594
51	5902	IUT-ITTS	IUT-Data Processing		0
52	5905	IUT-Telephone	IUT-Telephone		0
53	5909	IUT-Dist. Center	IUT-Distribution		20
54	5910	IUT-Repro.	IUT-Reprographics		100
55	5942	IUT-Advertising	Share of Colleagues Thank-You Ad, proportional to possible sponsorships received in this project		0
56			<b>Total Expenses</b>		<b>226,177</b>
57			<b>Net</b>		<b>-226,177</b>

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL								
3	PROJECT: 3202 Library Trends & Statistics								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	VENUE								
8	4100	Sales/Books	\$79,417	\$66,376	\$70,879	\$85,111	\$43,222	\$47,432	\$43,120
9	4601	Returns/Credits	(\$16,260)	(\$6,458)	(\$5,944)	(\$9,035)	(\$1,769)	(\$2,000)	(\$2,000)
10	4102	Sales Audiovisual	\$0	\$0	\$0	\$0	\$0	0	0
11	4103	Sales/On-line	\$32,304	\$41,742	\$53,513	\$52,333	\$75,385	\$71,736	\$116,117
12	4421	Royalties-Exempt	\$0	\$2,275	0	\$1,993	\$0	0	0
13	4430	Royalties-Non-Exempt	\$0	\$0	0	\$0	\$0	0	0
14	4143	Advertising/Online	\$0	\$0	\$0	\$0	\$0	\$600	\$600
15	4602	Sales/Book Discounts	\$0	\$0	(\$5,088)	(\$863)	(\$41)	\$0	\$0
16	4610	Comm/Online Advertising	\$0	\$0	\$0	\$0	\$0	(\$28)	(\$28)
17									
18	TOTAL		\$95,461	\$103,935	\$113,360	\$129,540	\$116,797	\$117,740	\$157,809
19									
20	PENSES								
21	5000	Salaries & Wages	\$4,014	\$7,437	\$11,233	\$10,417	\$12,173	\$11,046	\$18,578
22	5002	Overtime/Wages	\$0	\$0	0	\$0	\$0	0	0
23	5010	Employee Benefits	\$1,107	\$2,123	\$3,333	\$3,183	\$3,652	\$3,063	\$5,759
24	5110	Professional Services	\$55,097	\$26,500	\$36,000	\$84,500	\$51,000	\$36,000	\$50,000
25	5122	Bank Service Fees	\$0	\$9	\$128	\$776	\$527	\$776	\$527
26	5150	Messenger Service	\$187	\$21	\$0	\$0	\$0	\$0	\$0
27	5210	Transportation	\$0	\$0	\$284	\$0	\$0	0	0
28	5212	Lodging & Meals	\$0	\$0	\$35	\$0	\$0	0	0
29	5350	Program Allocation	\$100	\$451	0	\$0	\$695	0	0
30	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5402	Printing-O/S	\$4,732	\$3,716	\$2,674	\$4,123	\$1,022	\$1,512	\$842
32	5404	Design Service-O/S	\$30	\$30	\$30	\$0	\$21	\$0	\$300
33	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$300	\$0
34	5414	Supplies/Production		\$10	\$0	\$0	\$0	\$0	
35	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$23	\$0	\$23
36	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$33	\$0
37	5430	Web Operating Expenses	\$7,500	\$7,500	\$7,500	\$5,000	\$0	\$15,000	\$30,000
38	5433	Order Processing/Fulfillment	\$9,024	\$6,705	\$3,117	\$4,016	\$4,448	\$2,182	\$1,984
39	5480	Cost of Sales	\$50,124	\$41,383	\$36,766	\$19,868	\$10,237	\$31,305	\$12,936
40	5490	Inventory Adjustment	-\$63,362	(\$43,104)	(\$33,831)	(\$74,642)	(\$32,319)	(\$37,545)	(\$50,865)
41	5499	Inventory Reserve Adjustment	\$4,770	\$19,091	\$1,587	\$4,794	\$1,488	\$1,138	\$1,035
42	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	0	0
43	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
44	5523	Postage & E-Mail/O/S	\$248	\$0	\$385	\$1,878	\$173	\$1,878	\$173
45	5530	Depr/Furn & Equipment	\$29	\$34	\$31	\$45	\$41	\$0	\$0
46	5540	Royalty Expense	\$9,509	\$0	\$0	\$0	\$0	\$0	\$0
47	5543	Bad Debt Expense	\$200	\$0	\$1,085	\$1,100	\$1,211	\$1,177	\$1,578
48	5560	Organization Support/Contrib.	\$0	\$0	\$0	\$0	\$0	0	0
49	5599	Misc. Expense	\$229	\$1,647	\$580	\$651	\$502	\$891	\$1,097
50	5900	IUT-Marketing	\$0	\$0	\$0	\$0	\$0	0	0
51	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
52	5909	IUT-Dist. Center	\$116	\$37	\$0	\$25	\$0	\$25	\$0
53	5910	IUT-Repro.	\$0	\$0	\$59	\$0	\$0	0	0
54	5911	IUT-General Overhead	\$11,503	\$12,911	\$14,680	\$16,836	\$15,417	\$15,601	\$20,910
55									
56	TOTAL		\$95,157	\$86,501	\$85,675	\$82,569	\$70,310	\$84,382	\$94,877
57									
58	NET		\$304	\$17,434	\$27,686	\$46,971	\$46,486	\$33,358	\$62,932

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3202		
4		Project Name:	Academic Library Trends and Statistics		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4100	Sales/Books	Sale of books		\$43,120.00
9			One-volume: 80 x \$539 = \$43,120		
10			(Note: Prices include 10% discount)		
11	4601	Returns/Credits			(\$2,000.00)
12	4103	Sales/On-line	Online sales (based on FY18 actual)		\$116,117.00
13			Space Survey subscriptions: 72 x \$212.50 = \$15,300 12 x \$250 = \$3,000 14 x \$320 = \$4,480 1 x \$990 = \$990 7 x \$1995 = \$13,965		
14			ACRL Metrics: LibPass subscribers (12 x 250 = \$3,000) + 70% of \$212.50 * 183 including ASERL (34); Oberlin Grp (80); PALNI Consortium (20); Cal State (23); Florida Library Services Consortium (26)		
15			ACRL Metrics: 70% of 238 x \$250 = \$42,175		
16			ACRL Metrics: 70% of 8 @ \$320 = \$1792		
17			ACRL Metrics: 70% of 10 @ \$375 = \$2,625		
18			ACRL Metrics: 70% of 1 @ \$990 = \$693		
19			ACRL Metrics: 70% of 1 @ \$1995 = \$1,397		
20	4143	Advertising/Online	Sponsorships of ACRL Metrics		\$600.00
21	4610	Comm/Online Advertising	Advertising reps commissions @ 4.6% of sales		(\$28.00)
22			Total Revenues		\$157,809.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3202		
4		Project Name:	Academic Library Trends and Statistics		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
23	5000	Salaries & Wages	Salaries @ % of ACRL salaries per salary matrix		\$18,578.00
24	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$5,759.00
25	5110	Professional Services	Professional Services - data collection (\$36,000 for ACRL Metrics & \$14,000 for Space Metrics)		\$50,000.00
26	5122	Bank Service Fees	Bank service charge (based on FY18)		\$527.00
27	5150	Messenger Service	Messenger service (based on FY18)		\$0.00
28	5400	Editl/Proofreading-O/S	Editorial/Proofreading		\$0.00
29	5402	Printing-O/S	Outside printing –		\$842.00
30			80 X \$10.65 = \$852		
31	5404	Design Service-O/S	Lay out (FY18 actual)		\$300.00
32	5410	Mail Service-O/S	Mail service-Outside		\$0.00
33	5411	Advertising/Space	Advertising space purchase, (Choice and other higher ed. Journals)		
34	5413	Mail List Rental	Mail list rental		
35	5415	Pre-Press/Photo Services	Pre-Press/Photographic (FY18actual)		\$23.00
36	5420	Copyright Fees	Copyright fees (FY18 actual)		\$0.00
37	5430	Web Operating Expenses	Web hosting (ACRL Metrics & Space Metrics)		\$30,000.00
38	5433	Order Processing/Fulfillment	Transaction fee (4.6% x line 4100)		\$1,984.00
39	5480	Cost of Sales	Cost of sales, calculated as 30% of sales (line 4100)		\$12,936.00
40	5490	Inventory Adjustment	Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420		(\$50,865.00)
41	5499	Inventory Reserve Adjustment	Calculated as 2.4% of line 4100		\$1,035.00
42	5523	Postage & E-Mail/O/S	Postage (FY18 actual)		\$173.00
43	5530	Depr/Furn & Equipment			\$0.00
44	5540	Royalty Expense	No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units		\$0.00
45	5543	Bad Debt Expense	Bad debt (1% of gross revenues)		\$1,578.00
46	5599	Misc. Expense	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.		\$1,097.00
47	5905	IUT-Telephone	IUT-Telephone		\$0.00
48	5909	IUT-Dist. Center	IUT-Distribution (FY18 actual)		\$0.00
49	5911	IUT-General Overhead	IUT-Overhead - Publishing pays 50% of ALA overhead rate		\$20,910.00
50			Total Expenses		\$94,877.00
51			Net		\$62,932.00

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: ADVISORY SERVICES								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4100	Sales/Books	\$6,750	\$0	\$0	\$0	\$0	0	0
9	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	4602	Sales/Book Discounts	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4103	Sales/On-line	\$0	\$0	\$0	\$0	\$0	0	0
12	4400	Donations/Honoraria	\$6,000	\$9,000	\$0	\$0	\$0	\$0	\$0
13	4421	Royalties-Exempt	\$12,050	(\$2,000)	\$0	\$0	\$0	0	0
14	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	\$0	0	0
15	4430	Royalties-Non-Exempt	\$24,700	\$0	\$72,425	\$0	\$0	0	0
16	4490	Misc. Fees/Revenues	\$11,950	\$79,269	0	\$82,350	\$27,050	\$45,000	\$88,500
17									
18	TOTAL		\$61,450	\$86,269	\$72,425	\$82,350	\$27,050	\$45,000	\$88,500
19									
20	EXPENSES								
21	5000	Salaries & Wages	\$30,430	\$33,199	\$30,422	\$39,653	\$50,047	\$53,158	\$15,481
22	5001	Temp Employees-In-House		\$0	\$0	\$0	\$0	0	0
23	5002	Overtime/Wages		\$0	\$0	\$0	\$0	0	0
24	5010	Employee Benefits	\$8,397	\$9,478	\$9,027	\$12,114	\$15,013	\$14,738	\$4,799
25	5031	Staff Development	\$0	\$0	\$0	\$2,933	\$0	0	0
26	5110	Professional Services		\$21,500	\$14,000	\$43,500	\$26,825	\$12,500	\$81,475
27	5122	Bank Service Fees	\$237	\$0	\$358	\$0	\$103	0	0
28	5150	Messenger Service		\$0	\$0	\$0	\$65	0	0
29	5210	Transportation	\$3,285	\$4,485	\$2,134	\$42	\$2,550	\$700	\$1,500
30	5212	Lodging & Meals	\$380	\$130	\$593	(\$894)	\$72	\$300	\$300
31	5216	Business Meetings		\$0	\$0	\$233	\$0	0	0
32	5302	Meal Functions		\$0	\$0	\$0	\$0	0	0
33	5305	Speaker/Guest Honorarium	(\$750)	\$0	\$0	\$0	\$0	0	0
34	5350	Program Allocation		\$0	\$0	\$0	\$0	0	0
35	5402	Printing-O/S		\$163	\$0	\$0	\$0	0	0
36	5430	Web Operating Expenses		\$0	\$0	\$0	\$0	0	0
37	5433	Order Processing/Fulfillment	\$0	\$0	\$0	\$0	\$0	\$0	0
38	5480	Cost of Sales	\$0	\$0	\$0	\$0	\$0	0	0
39	5490	Inventory Adjustment	\$0	\$0	\$0	\$0	\$0	0	0
40	5499	Inventory Reserve Adjustment	\$0	\$0	\$0	\$0	\$0	0	0
41	5500	Supplies/Operating	\$966	\$1,500	\$0	\$23	\$160	\$0	0
42	5501	Equipment/Software-Minor	\$195	\$195	\$0	\$0	\$0	0	0
43	5502	Ref Matls/Periodicals		\$0	\$0	\$0	\$0	\$0	\$0
44	5510	Insurance		\$0	\$0	\$0	\$0	0	0
45	5522	Telephone & Fax/O/S		\$0	\$0	\$0	\$0	0	0
46	5523	Postage & E-Mail/O/S		\$0	\$0	\$0	\$0	0	0
47	5530	Depr/Furn & Equipment	\$219	\$152	\$84	\$172	\$168	0	0
48	5540	Royalty Expense	\$0	\$0	\$0	\$0	\$0	0	0
49	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	0	0
50	5560	Organization Support/Contrib.		\$0	\$0	\$0	\$0	0	(\$35,025)
51	5599	Misc. Expense	\$1,736	\$6,692	\$1,572	\$2,478	\$2,059	\$4,289	\$914
52	5902	IUT-ITTS		\$0	\$0	\$0	\$0	0	0
53	5905	IUT-Telephone		\$0	\$0	\$0	\$0	\$25	\$0
54	5909	IUT-Dist. Center	\$23	\$0	\$2	\$5	\$0	\$25	\$0
55	5910	IUT-Repro.		\$0	\$0	\$41	\$0	\$15	\$40
56	5999	IUT-Misc.		\$0	\$0	\$0	\$0	0	0
57	5911	IUT-General Overhead		\$0	\$0	\$10,870	\$3,571	\$5,963	\$11,726
58									
59	TOTAL DIRECT EXPENSES		\$45,117	\$77,494	\$58,191	\$111,170	\$100,632	\$91,713	\$81,210
60									
61	NET		\$16,333	\$8,775	\$14,234	(\$28,820)	(\$73,582)	(\$46,713)	\$7,290

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3203		
4		Project Name:	Advisory Services		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4601	Returns/Credits			\$0
9	4602	Sales/Book Discounts			\$0
10	4400	Donations/Honoraria			\$0
	4490	Misc. Fees/Revenues	Revenue for consulting services: • 3 full external reviews x \$9500/review • 3 peer feedback on internal self-study reports x \$3000/peer review • 3 one-day strategic planning retreats x \$9000/retreat • 2 half-day facilitation retreats x \$3000/retreat • 2 one-day team building retreats x \$9000/retreat • 0 one-year strategic planning quarterly follow-ups x \$3000/follow-ups		\$88,500
11					
12					88,500
	5000	Salaries & Wages	Salaries: % of ACRL total salaries listed in the salary matrix; includes time spent on the ACRL Web site and responses to email and phone requests for information		\$15,481
13					
	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		4,799
14					
	5110	Professional Services	Consultant Services • Consulting svcs manager \$15,000 • Consulting svcs for ALA division \$28,875 • 3 full external reviews: 3 adjuncts x \$3000 (assumes 3 visits by staff) • 3 peer feedback on internal self-study reports: 3 adjuncts x \$1200 • 3 one-day strategic planning retreats: 3 adjuncts x \$3000 • 2 half-day facilitation retreats: 2 adjuncts x \$2000 • 2 one-day team building retreats: 4 adjuncts x \$3000 • 0 one-year strategic planning quarterly follow-ups: 0 adjuncts x \$1200		81,475
15					
	5210	Transportation	Nearly all travel will be paid by client. Budgeting for two new adjuncts for shadow/trial basis (we would assume costs and not charge back to client).		1,500
16					

	B	C	D	E	F
17	5212	Lodging & Meals	Lodging & Meals		300
18	5502	Ref Matls/Periodicals	Reference material		-
19	5560	Organization Support/Contrib.	IUT from another ALA unit		(35,025)
20	5599	Misc. Expense	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.		914
21	5905	IUT-Telephone	Telephone (based on last year's actual)		-
22	5909	IUT-Dist. Center	Postage(based on last year's actual)		-
23	5910	IUT-Repro.	Copying (based on last year's actual)		40
24	5911	IUT-General Overhead	IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490).		11,726
25			<b>Total Expenses</b>		<b>\$81,210</b>
26			<b>Net</b>		<b>7,290</b>



	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	2/11/2019							
3	PROJECT: 3204 Standards/Free Distribution								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8									
9	4101	Sales/Pamphlets	\$0	\$0	\$0	\$0	\$0	0	0
10	4421	Royalties-Exempt	\$0	\$0	\$0	\$0	\$0	0	0
11	4429	Overhd-exempt Rev.	\$305	\$592	\$1,136	\$1,802	\$2,204	\$1,800	\$4,000
12	4430	Royalties-Non-Exempt	\$11,389	\$13,102	\$7,298	\$0	\$0	\$0	\$0
13	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	\$500	\$0	0
14									
15	TOTAL		\$11,694	\$13,694	\$8,434	\$1,802	\$2,704	\$1,800	\$4,000
16									
17	EXPENSES								
18	5000	Salaries & Wages	\$2,955	\$2,213	\$5,804	\$5,421	\$7,585	\$6,882	\$7,788
19	5002	Overtime/Wages	\$0	0	\$0	\$0	\$0	0	0
20	5010	Employee Benefits	\$815	\$632	\$1,722	\$1,657	\$2,276	\$1,908	\$2,414
21	5110	Professional Services	\$0	0	\$0	\$0	\$0	0	0
22	5122	Bank Service Fees	\$7	\$14	\$175	\$51	\$71	0	0
23	5150	Messenger Service	\$208	\$109	\$50	\$0	\$23	0	0
24	5210	Transportation	\$1,858	(\$2,162)	\$891	\$0	\$0	0	0
25	5212	Lodging & Meals	\$0	(\$359)	\$0	\$0	\$0	0	0
26	5304	Speaker/Guest Expense	\$3,052	\$1,444	(\$5,181)	\$0	\$0	\$0	\$0
27	5305	Speaker/Guest Honor	\$5,250	\$3,750	\$3,795	\$0	\$0	\$0	\$0
28	5400	Editl/Proofreading-O/S	\$0	0	\$0	\$0	\$102	0	0
29	5402	Printing-O/S	\$669	(\$745)	\$5,288	\$2,533	\$4,580	\$2,500	\$2,500
30	5403	Binding-O/S	\$0	0	\$0	\$0	\$0	0	0
31	5410	Mail Service-O/S	\$0	0	\$0	\$0	\$0	0	0
32	5031	Staff Development	\$0	0	\$0	\$0	\$0	0	0
33	5500	Supplies/Operating	\$0	0	\$0	\$0	\$0	0	0
34	5523	Postage & E-Mail/O/S	\$0	\$0	\$44	\$60	\$140	\$75	\$150
35	5530	Depr/Furn & Equipme	\$21	\$10	\$16	\$23	\$25	0	0
36	5599	Misc. Expense	\$169	\$490	\$300	\$339	\$312	\$555	\$460
37	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5909	IUT-Dist. Center	\$45	\$35	\$154	\$106	\$180	\$200	\$200
39	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$50	\$50
40	5911	IUT-General Overhea	\$0	\$0	\$0	\$0	\$0	0	0
41	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42									
43	TOTAL DIRECT EXPENSES		\$15,050	\$5,431	\$13,059	\$10,190	\$15,293	\$12,170	\$13,562
44									
45	NET		(\$3,356)	\$8,263	(\$4,625)	(\$8,388)	(\$12,589)	(\$10,370)	(\$9,562)



	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3204		
4		Project Name:	ACRL Standards		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4429	Overhd-exempt Rev./Division	Overhead exempt revenue for standards distribution and Framework booklets, based on FY18 actual plus additional revenue from booklets used in RoadShows based on FY18 usage (started IUTing RS costs to 3204 in FY19)		\$4,000
9	4430	Royalties-Non-Exempt			
10			Total Revenues		\$4,000
11	5000	Salaries & Wages	Salaries % of ACRL total salaries listed in the salary matrix		\$7,788
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		2,414
13	5304	Speaker/Guest Expenses			-
14	5305	Speaker/Guest Honorarium			
15	5402	Printing-O/S	Printing of standards, guidelines/framework based on FY18 actual, historical, and Dec. 2018 inventory		2,500
16	5523	Postage & E-Mail/O/S	Mailing of standards etc booklets, based on FY18 actual		150
17	5599	Misc. Expense	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.		460
18	5905	IUT-Telephone	IUT-Telephone		-
19	5909	IUT-Dist. Center	IUT-Distribution		200
20	5910	IUT-Repro.	IUT - Reprographics (printing expenses in 5402, using local printers for regional workshops)		50
21	5999	IUT-Misc.	IUT-Misc.		
22			Total Expenses		\$13,562
23			Net		(\$9,562)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	2/11/2019							
3	PROJECT:	3206 Awards							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4400	Donations/Honoraria	\$9,700	\$10,500	\$11,500	\$11,500	\$13,250	\$11,500	\$12,000
9	4429	Overhd-exempt Rev./Division		0	\$0	\$0	\$0	0	0
10	4430	Royalties-Non-Exempt		0	\$0	\$0	\$0	0	0
11	4490	Misc. Fees/Revenues	\$5,000	\$3,700	\$4,800	\$4,800	\$4,200	\$4,900	\$4,600
12									
13	TOTAL		\$14,700	\$14,200	\$16,300	\$16,300	\$17,450	\$16,400	\$16,600
14									
15	EXPENSES								
16	5000	Salaries & Wages	\$19,975	\$16,378	\$21,155	\$15,576	\$22,820	\$20,709	\$23,532
17	5002	Overtime/Wages		\$0	\$0	\$0	\$0	0	0
18	5010	Employee Benefits	\$5,512	\$4,676	\$6,277	\$4,759	\$6,846	\$5,742	\$7,295
19	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
20	5122	Bank Service Fees	\$34	\$137	\$128	\$0	\$192	0	0
21	5150	Messenger Service	\$0	\$14	\$18	\$49	\$159	\$0	\$0
22	5210	Transportation	\$522	\$0	\$0	\$662	\$0	0	0
23	5212	Lodging & Meals	\$0	\$0	\$0	\$874	\$0	0	0
24	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
26	5306	Awards	\$12,771	\$10,206	\$12,071	\$11,674	\$13,054	\$10,400	\$12,100
27	5350	Program Allocation	\$1,630	\$1,542	\$2,233	\$3,464	\$3,383	\$3,000	\$3,000
28	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	0	0
29	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	0	0
30	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
31	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	0	0
32	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
33	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
34	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
38	5530	Depr/Furn & Equipment	\$143	\$75	\$59	\$67	\$76	0	0
39	5599	Misc. Expense	\$1,140	\$3,627	\$1,093	\$973	\$939	\$1,671	\$1,389
40	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5909	IUT-Dist. Center	\$138	\$85	\$98	\$65	\$101	\$150	\$150
42	5910	IUT-Repro.	\$0	\$12	\$0	\$0	\$0	\$0	\$0
43	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
45	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
46									
47									
48	TOTAL DIRECT EXPENSES		\$41,866	\$36,752	\$43,133	\$38,163	\$47,571	\$41,672	\$47,466
49									
50	NET		(\$27,166)	(\$22,552)	(\$26,833)	(\$21,863)	(\$30,121)	(\$25,272)	(\$30,866)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3206		
4		Project Name:	Awards		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	\$3000 from GOBI Library Solutions from EBSCO for EAL ceremonies; \$1,000 from Carrick Enterprises for Rockman Publication award; \$4,500 from EBSCO for CJCLS awards (\$1,500) and IS Innovation award (\$3,000); \$1,000 from Library Juice Academy for ULS award; \$1,500 from Duke University Press for WGSS awards; \$1,000 from SCELIC for CLS award. All other awards given directly to winners by donors		12,000
9	4490	Misc. Fees/Revenues	Administrative Fees: \$200 IS Ilene Rockman Publication of the year; \$1000 Academic/Research Librarian of the year; 2 CJCLS awards at \$150 each; \$300 DLS award; \$600 for IS Innovation award; \$300 PPIRS award; \$200 ULS award; \$500 Atkinson Endowment admin fee IUTs from unfunded awards: \$200 CLS award; \$200 IS Dudley award; \$500 ESS grant; \$300 WGSS awards		4,600
10			Total Revenues		\$16,600

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research</b>		
3		<b>Project No.:</b>	<b>3206</b>		
4		<b>Project Name:</b>	<b>Awards</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
11	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries listed in salary matrix		\$23,532
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		7,295
13	5150	Messenger Service	Messenger service (based on 2016 actual)		-
14	5302	Meal Functions	Meal functions (CJCLS Awards Dinner) - budgeted in 3833 starting in FY12		-
15	5306	Awards	Printing of citations and plaques @ \$2,100 (based on 2018 actual); Award checks: \$1,000 Rockman Award, \$1,500 CJCLS awards, \$1,000 ULS award, \$3,000 IS Innovation award, \$1,500 WGSS awards, \$1,000 Dudley award, \$1,000 CLS award		12,100
16	5350	Program Allocation	Excellence in Academic Libraries Ceremonies		3,000
17	5415	Pre-Press/Photo Services	Pre-press/photo		0
18	5500	Supplies/Operating	Supplies		-
19	5522	Telephone & Fax/O/S	Telephone		-
20	5599	Misc. Expense	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.		1,389
21	5905	IUT-Telephone	IUT-Telephone		-
22	5909	IUT-Dist. Center	IUT-Distribution		150
23	5910	IUT-Repro.	IUT-Reprographics		0
24	5942	IUT-Advertising			0
25			<b>Total Expenses</b>		<b>\$47,466</b>
26			<b>Net</b>		<b>(\$30,866)</b>
27					
28	Awards are not self-supporting				

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: 3207 CHAPTERS								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9									
10	TOTAL		\$0	\$0	\$0	\$0	\$0	\$0	\$0
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$9,586	\$8,919	\$6,272	\$3,776	\$14,720	\$13,357	\$15,116
14	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
15	5010	Employee Benefits	\$2,645	\$2,547	\$1,861	\$1,155	\$4,416	\$3,703	\$4,686
16	5016	Prof Memberships	\$0	\$0	\$0	\$0	\$0	0	0
17	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
18	5150	Messenger Service	\$0	\$31	\$0	\$0	\$0	\$0	\$0
19	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
20	5210	Transportation	\$2,083	\$4,313	\$3,804	\$228	\$3,299	\$4,000	\$4,000
21	5212	Lodging & Meals	\$1,338	\$1,316	\$271	\$1,247	\$522	\$2,600	\$2,600
22	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
23	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
24	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
25	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
26	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
27	5308	Special Transportation	\$0	\$0	\$0	\$0	\$0	0	0
28	5350	Program Allocation	\$6,035	\$3,845	\$3,669	\$3,683	\$3,816	\$4,500	\$4,500
29	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
30	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
31	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
32	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
33	5500	Supplies/Operating	\$38	\$0	\$0	\$0	\$0	\$0	\$0
34	5521	Space Rent	\$0	\$0	\$0	\$0	\$0	0	0
35	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5530	Depr/Furn & Equipment	\$69	\$40	\$17	\$16	\$49	0	0
38	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	0	0
39	5599	Misc. Expense	\$547	\$1,961	\$324	\$236	\$605	\$1,078	\$893
40	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$10	\$10
42	5909	IUT-Dist. Center	\$103	\$106	\$60	\$76	\$115	\$125	\$125
43	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
45	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
46									
47	TOTAL DIRECT EXPENSES		\$22,444	\$23,078	\$16,278	\$10,417	\$27,541	\$29,373	\$31,930
48									
49	NET		(\$22,444)	(\$23,078)	(\$16,278)	(\$10,417)	(\$27,541)	(\$29,373)	(\$31,930)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3207		
4		Project Name:	Chapters		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	Donations		
9			Total Revenues		\$0
10	5000	Salaries & Wages	Salaries : % of ACRL total salaries listed in salary matrix; Note time for Chapters Topics is now included in this project rather than a separate project.		\$15,116
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		4,686
12	5150	Messenger Service	Messenger Service		-
13	5210	Transportation	Travel for ACRL officer speakers \$400 per event; ten programs maximum		4,000
14	5212	Lodging & Meals	Lodging & meals for ACRL officer speakers. 10 trips max @ 1 night ea @ \$160 per night = \$1600 10 trips max @ \$50 per diem for 2 days ea = \$1000		2,600
15	5302	Meal Functions			-
16	5350	Program Allocation	Chapters program allocation is \$1.00 per ACRL member residing in the state or region, but this expense is budgeted based on previous year's actual expenses.		4,500
17	5402	Printing-O/S	Printing outside		-
18	5500	Supplies/Operating	Supplies (Chapters Council)		-
19	5522	Telephone & Fax/O/S	Reimbursed phone/fax (Chapters Council)		-
20	5523	Postage & E-Mail/O/S	Postage		-
21	5599	Misc. Expense	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.		893
22	5902	IUT-ITTS	IUT-data processing; 1 set of labels for each chapter, 42 x \$33.75 per set (average cost) of labels=\$945. Few requests for labels have been submitted since 1998. Therefore, using historical precedent only \$150 is budgeted to match actual demand.		-
23	5905	IUT-Telephone	IUT-Telephone		10
24	5909	IUT-Dist. Center	IUT-Distribution		125
25	5910	IUT-Repro.	IUT-Reprographics (based on FY2018 actual)		
26			Total Expenses		\$31,930
27			Net		(\$31,930)

	B	C	Q	R	S	T	U	V	W
1	<b>ALA BUDGET WORKSHEET</b>								
2	<b>ACRL PROJECT: 3250 Committees</b>								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	<b>REVENUE</b>								
7	4000	Dues/Personal	\$274	\$303	\$7	0	\$0	0	0
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$1,000	\$0	0	0
9	4420	Interest/Dividends	\$0	\$0	\$0	0	\$0	0	0
10									
11	<b>TOTAL</b>		<b>\$274</b>	<b>\$303</b>	<b>\$7</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
12									
13	<b>EXPENSES</b>								
14	5000	Salaries & Wages	\$72,712	\$84,989	\$87,523	\$71,085	\$109,859	\$98,732	\$111,961
15	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
16	5010	Employee Benefits	\$20,064	\$24,264	\$25,971	\$21,722	\$32,956	\$27,374	\$34,708
17	5016	Prof Memberships	\$0	\$0	\$0	\$0	\$0	0	0
18	5031	Staff Development	\$0	\$0	\$0	\$0	\$0	0	0
19	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
20	5122	Bank Service Fees	\$11	\$1	\$0	\$29	\$0	0	0
21	5150	Messenger Service	\$0	\$0	\$53	\$57	\$0	\$55	\$55
22	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
23	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
24	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
25	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
26	5302	Meal Functions	\$0	\$2,280	\$3,179	\$4,722	\$4,206	\$3,319	\$4,464
27	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
28	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
29	5309	Audio/Visual Equip Rental & Labo	\$0	\$0	\$0	\$0	\$0	0	0
30	5350	Program Allocation	\$1,172	\$538	\$2,238	\$1,455	\$0	\$2,300	\$600
31	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	0	0
32	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	0	0
33	5402	Printing-O/S	\$105	\$0	\$227	\$151	\$162	\$233	\$233
34	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
35	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
36	5430	Web Operating Expenses	\$0	\$0	\$1,149	\$1,149	\$1,682	\$0	\$0
37	5500	Supplies/Operating	\$0	\$20	\$0	\$310	\$0	\$100	\$100
38	5502	Ref Mats/Periodicals	\$0	\$0	\$0	\$0	\$0	0	0
39	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
40	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5530	Depr/Furn & Equipment	\$522	\$389	\$243	\$307	\$368	\$0	\$0
42	5599	Misc. Expense	\$4,149	\$18,822	\$4,522	\$4,442	\$4,519	\$7,966	\$6,611
43	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5909	IUT-Dist. Center	\$6	\$10	\$2	\$4	\$0	\$10	\$10
46	5910	IUT-Repro.	\$2	\$0	\$0	\$0	\$0	\$10	\$10
47	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
48	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
49									
50	<b>TOTAL DIRECT EXPENSES</b>		<b>\$98,744</b>	<b>\$131,313</b>	<b>\$125,106</b>	<b>\$105,432</b>	<b>\$153,752</b>	<b>\$140,099</b>	<b>\$158,752</b>
51									
52	<b>NET</b>		<b>(\$98,470)</b>	<b>(\$131,010)</b>	<b>(\$125,100)</b>	<b>(\$104,432)</b>	<b>(\$153,752)</b>	<b>(\$140,099)</b>	<b>(\$158,752)</b>



	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3250		
4		Project Name:	Committees and Interest Groups		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8					
9					
10			Total Revenues		-
11	5000	Salaries & Wages	Salaries % of ACRL total salaries listed in salary matrix		111,961
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		34,708
13	5150	Messenger Service	Messenger Service - share of Briefing Book shipping		55
14	5302	Meal Functions	Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$8929 @ each conference) = \$4464		4,464
15	5304	Speaker/Guest Expenses			-
16	5350	Program Allocation	Division-level committees are entitled to up to \$150 each, but this line is budgeted based on historical actual requests.		600
17	5402	Printing-O/S	Outside printing - (share of \$700 ACRL Briefing Book )		233
18	5430	Web Operating Expenses	Zoom license fees moved to 0000.		-
19	5500	Supplies/Operating	Leadership Council tent cards (split between 3200, 3201, 3250, 3275)		100
20	5523	Postage & E-Mail/O/S	Postage/Outside		-
21	5530	Depr/Furn & Equipment			-
22	5599	Misc. Expense	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.		6,611
23	5902	IUT-ITTS	IUT-Data Processing		-
24	5905	IUT-Telephone	IUT-Phone		-
25	5909	IUT-Dist. Center	IUT- Distribution		10
26	5910	IUT-Repro.	IUT-Reprographics		10
27			Total Expenses		158,752
28			Net		(158,752)



	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: 3275 SECTIONS								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4000	Dues/Personal	\$14,623	\$7,946	\$96	\$0	\$0	\$0	\$0
9	4001	Dues/Organizational	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	4002	Dues-Special	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4003	Dues Life Members-Cu	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	4100	Sales/Books	\$0	\$0	\$0	\$0	\$0	0	0
13	4200	Registration Fees	\$0	\$0	\$0	\$0	\$3,550	\$0	0
14	4400	Donations/Honoraria	\$2,000	\$1,000	\$0	\$2,500	\$0	\$0	\$0
15	4429	Overhd-exempt Rev./D	\$0	\$0	\$0	\$0	\$0	0	0
16	4430	Royalties-Non-Exempt	\$0	\$0	\$0	\$0	\$0	0	0
17									
18	TOTAL		\$16,623	\$8,946	\$96	\$2,500	\$3,550	\$0	\$0
19									
20	EXPENSE								
21	5000	Salaries & Wages	\$46,800	\$41,609	\$67,772	\$47,612	\$69,323	\$62,914	\$71,214
22	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
23	5010	Employee Benefits	\$12,913	\$11,879	\$20,110	\$14,549	\$20,796	\$17,443	\$22,076
24	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
25	5122	Bank Service Fees	\$346	\$45	\$73	\$71	\$0	\$350	\$350
26	5150	Messenger Service	\$0	\$59	\$0	\$0	\$21	0	0
27	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
28	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
29	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$200	0	0
30	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
31	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
32	5301	Conference Equipmen	\$0	\$1,518	\$0	\$0	\$0	0	0
33	5302	Meal Functions	\$1,217	\$3,628	\$3,179	\$4,722	\$4,206	\$2,917	\$4,464
34	5303	Exhibits	\$0	\$0	\$0	\$0	\$0	0	0
35	5304	Speaker/Guest Expens	\$0	\$0	\$0	\$0	\$0	0	0
36	5305	Speaker/Guest Honora	\$0	\$0	\$0	\$0	\$0	0	0
37	5306	Awards	\$0	\$0	\$0	\$0	\$0	0	0
38	5307	Security Services	\$0	\$0	\$0	\$0	\$0	0	0
39	5350	Program Allocation	\$28,095	\$20,025	\$27,075	\$22,966	\$28,377	\$29,593	\$27,943
40	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	0	0
41	5401	Typesetting/Comptn-O	\$0	\$0	\$0	\$0	\$0	0	0
42	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$236	\$0	\$0
43	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	0	0
44	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
45	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
46	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
47	5415	Pre-Press/Photo Servi	\$0	\$0	\$0	\$0	\$0	0	0

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: 3275 SECTIONS								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
48	5430	Web Operating Expenses	\$0	\$0	\$1,149	\$1,149	\$1,681	\$0	\$0
49	5431	Webinars/Webcasts	\$0	\$0	\$0	\$0	\$0	0	0
50	5500	Supplies/Operating	\$0	\$0	\$0	\$55	\$0	0	0
51	5501	Equipment/Software-M	\$0	\$0	\$0	\$0	\$0	0	0
52	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	0	0
53	5520	Equipment Rental/Lea	\$0	\$0	\$0	\$0	\$0	0	0
54	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
55	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
56	5530	Depr/Furn & Equipmen	\$336	\$190	\$188	\$206	\$232	0	0
57	5599	Misc. Expense	\$2,671	\$9,215	\$3,502	\$2,975	\$2,851	\$5,076	\$4,205
58	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
59	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
60	5909	IUT-Dist. Center	\$31	\$14	\$3	\$4	\$4	\$15	\$15
61	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
62	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0
63	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
64	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$937	0	0
65									
66	TOTAL DIRECT EXPENSES		\$92,409	\$88,182	\$123,051	\$94,308	\$128,865	\$118,308	\$130,267
67									
68	NET		(\$75,785)	(\$79,236)	(\$122,955)	(\$91,808)	(\$125,315)	(\$118,308)	(\$130,267)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3275		
4		Project Name:	Sections		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4000	Dues/Personal	Dues - Personal: ALA no longer programming membership to accept "add-ons" for dues so no revenue here.		-
9	4001	Dues/Organizational			-
10	4002	Dues-Special			-
11	4003	Dues Life Members-Current			-
12	4400	Donations/Honoraria			-
13			Total Revenues		-
14	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries per time study.		71,214
15	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		22,076
16	5122	Bank Service Fees	Bank service fee.		350
17	5302	Meal Functions	Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$8929 @ each conference) = \$4464		4,464
18	5350	Program Allocation	Basic support for sections and interest groups:		27,943
19			ANSS	1,145	
20			Arts	1,332	
21			CJCLS	1,716	
22			CLS	2,721	
23			DLS	1,803	
24			DSS	2,103	
25			EBSS	1,370	
26			ESS	1,158	
27			IS	3,621	
28			LES	1,171	
29			PPIRS	1,095	
30			RBMS	1,962	
31			STS	1,679	
32			ULS	3,780	
33			WGSS	1,287	
34			Interest Groups are entitled to up to \$150. Budget based on historical actual.	1,500	
35		Total:		29,443	
36			General Program allocation from ALA (\$1,500)	-1,500	
37	5402	Printing-O/S			-
38	5430	Web Operating Expenses	Zoom license fees moved to 0000.		-
39	5599	Misc. Expense	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.		4,205
40	5902	IUT-ITTS	IUT-Data		-
41	5905	IUT-Telephone	IUT-Phone		-
42	5909	IUT-Dist. Center	IUT-Distribution		15
43	5910	IUT-Repro.	IUT-Reprographics		-
44	5942	IUT-Advertising	IUT-Advertising		-
45			Total Expenses		130,267
46			Net		(130,267)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	2/11/2019							
3	PROJECT: 3300 C&RL								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	4103	Sales/On-line	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	4109	Sales/Miscellaneous	\$192	\$0	\$0	\$0	\$0	\$0	\$0
10	4110	Subscriptions	\$10,582	\$0	\$0	\$0	\$0	\$0	\$0
11	4140	Advertising/Gross	\$13,224	\$0	\$0	\$0	\$0	\$0	\$0
12	4142	Advertising/Classified	\$0	\$0	\$0	\$0	\$0	0	0
13	4143	Advertising/Online	\$10,968	\$12,319	\$20,220	\$13,365	\$0	\$0	\$0
14	4610	Comm/Online Advertising	\$94	(\$279)	(\$598)	\$0	(\$34)	(\$408)	(\$300)
15	4611	Comm/Sales Rep	(\$1,268)	(\$368)	(\$183)	(\$596)	(\$225)	\$0	\$0
16	4612	Comm/Adv. Agency	(\$1,984)	\$0	(\$6,600)	\$0	\$0	\$0	\$0
17	4421	Royalties-Exempt	\$8,943	\$7,388	\$4,693	\$8,374	\$7,517	\$7,000	\$6,500
18	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	\$7,500	\$10,000	\$10,000
19	4430	Royalties-Non-Exempt	\$0	\$0	\$0	\$0	\$0	0	0
20									
21	TOTAL		\$40,751	\$19,060	\$17,532	\$21,142	\$14,758	\$16,592	\$16,200
22	EXPENSE								
23	5000	Salaries & Wages	\$20,090	\$13,280	\$14,790	\$14,922	\$19,141	\$22,074	\$19,656
24	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
25	5010	Employee Benefits	\$5,544	\$3,791	\$4,389	\$4,559	\$5,742	\$6,120	\$6,093
26	5016	Prof Memberships		\$45	\$0	\$0	\$0		
27	5110	Professional Services	\$10,500	\$10,650	\$11,700	\$10,200	\$9,554	\$12,500	\$12,500
28	5122	Bank Service Fees	\$72	\$81	(\$11)	\$0	\$14	\$100	\$50
29	5150	Messenger Service	\$103	\$119	\$116	\$116	\$0	\$100	\$100
30	5210	Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
32	5400	Editl/Proofreading-O/S	\$3,600	\$4,470	\$3,825	\$4,750	\$5,350	\$4,500	\$5,250
33	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5402	Printing-O/S	\$17,461	\$0	\$0	\$0	\$0	\$0	\$0
35	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5410	Mail Service-O/S	\$1,724	\$0	\$0	\$0	\$0	\$0	\$0
37	5411	Advertising/Space	\$25	\$0	\$0	\$0	\$0	0	0
38	5412	Advertising/Direct	\$0	\$0	\$525	\$0	\$0	\$0	\$0
39	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
41	5415	Pre-Press/Photo Services	\$443	\$0	\$0	\$0	\$0	\$0	\$0
42	5420	Copyright Fees	\$210	\$330	\$0	\$0	\$0	\$400	\$0
43	5430	Web Operating Expenses	\$13,838	\$15,008	\$16,547	\$18,850	\$6,996	\$9,000	\$5,965
44	5433	Order Processing/Fulfillment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5500	Supplies/Operating	\$45	\$0	\$45	\$0	\$0	0	0
46	5501	Equipment/Software-Minor	\$4,755	\$4,200	\$4,620	\$4,830	\$0	\$0	\$0
47	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
48	5523	Postage & E-Mail/O/S	\$10,386	\$0	\$0	\$0	\$0	\$0	\$0
49	5530	Depr/Furn & Equipment	\$144	\$61	\$41	\$65	\$64	\$0	\$0
50	5543	Bad Debt Expense	\$122	\$0	\$2	\$0	\$0	\$0	\$0
51	5599	Misc. Expense	\$1,146	\$2,941	\$784	\$932	\$787	\$1,781	\$1,161
52	5902	IUT-ITTS	\$45	\$0	\$0	\$0	\$0	\$0	\$0
53	5903	IUT-Subscription Processing	\$2,319	\$641	\$0	\$0	\$0	\$0	\$0
54	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
55	5909	IUT-Dist. Center	\$0	\$19	\$0	\$0	\$32	\$25	\$25
56	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
57	5911	IUT-General Overhead	\$1,304	\$0	\$0	\$0	\$0	\$0	\$0
58	5941	IUT-CHOICE	\$0	\$0	\$0	\$0	\$0	0	0
59	5942	IUT-Advertising	\$10,134	\$7,294	\$8,429	\$6,373	\$5,672	\$7,274	\$6,181
60	5600	Taxes/Income	\$0	\$0	\$0	\$0	\$0	\$300	\$300
61									
62	TOT EXP.		\$104,009	\$62,930	\$65,802	\$65,598	\$53,352	\$64,174	\$57,281
63									
64	NET		(\$63,257)	(\$43,870)	(\$48,271)	(\$44,455)	(\$38,594)	(\$47,582)	(\$41,081)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3300		
4		Project Name:	College & Research Libraries		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4601	Returns/Credits	Returns: (based on 2012 actual)		0.00
9	4103	Sales/On-line	Sales of article reprints on the Web		0.00
10	4109	Sales/Miscellaneous	Revenues from reprints, back issues sales (based on FY17 actual and historical)		0.00
11	4110	Subscriptions	Ceased print publication in FY14, so no subscription revenue in FY20		0.00
12	4140	Advertising/Gross	Print ceased in FY14, so no print ad revenue in FY20		0.00
13	4143	Advertising/Online	Advertising sales estimated from online sales per Choice estimate (advertising moved to 4429)		
14	4610	Comm/Online Advertising	Advertising representatives' commissions, 3% of online sales. FY20 budgeted online sales \$10,000		(300.00)
15	4611	Comm/Sales Rep	Advertising representatives' commissions, not applicable		0.00
16	4612	Comm/Adv. Agency	Eliminated agency discounts as revenues are reflected inclusive of any discount		0.00
17	4421	Royalties-Exempt	Royalties from aggregators, average of actuals recieved in last three years		6,500.00
18	4429	Overhd-exempt Rev./Division	Ad revenue formally in line 4140 and 4143 now reported in overhead-exempt line as the ads are placed in a journal that is a perquisite of membership.		10,000.00
19			Total Revenues		16,200.00

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research</b>		
3		<b>Project No.:</b>	<b>3300</b>		
4		<b>Project Name:</b>	<b>College &amp; Research Libraries</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
20	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries listed in salary matrix.		19,656.00
21	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		6,093.00
22	5110	Professional Services	Professional Services - current distribution Editor 2500 Social Media Editor 1875 Book Review Editor 1875 Editorial Assistant 1 1500 Editorial Assistant 2 1500		12,500.00
23	5122	Bank Service Fees	Bank service fee		50.00
24	5150	Messenger Service	Messenger service		100.00
25	5210	Transportation	Travel Out-of-town, expenses for editor to attend relevant conferences (\$1,000 travel allowance transferred to professional services at request of editor)		0.00
26	5305	Speaker/Guest Honorarium	Honorarium, stipend for editor (\$1,500 Honorarium transferred to professional services at request of editor)		0.00
27	5400	Editl/Proofreading-O/S	Editorial/Proofread; 30 hr/issuex\$25/hr.x7 issues		5,250.00
28	5401	Typesetting/Compt n-O/S	Typesetting		0.00
29	5402	Printing-O/S	Outside printing. No printing after Nov. 2013.		0.00
30	5403	Binding-O/S	NA		0.00
31	5410	Mail Service-O/S	Mail service--outside. Includes handling. No mailing after Nov. 2013.		0.00
32	5412	Advertising/Direct	Advertising-Direct		0.00
33	5413	Mail List Rental	Mail list rental		0.00
34	5415	Pre-Press/Photo Services	Prepress/Photographic		0.00
35	5420	Copyright Fees	Copyright (based on last 3 years actual)		0.00
36	5430	Web Operating Expenses	C&RL costs for online journal hosting (estimated 105 total articles over 7 issues at \$42 per article, \$1,555 annual altmetric fee)		5,965.00
37	5433	Order Processing/Fulfillment			0.00
38	5501	Equipment/Software-Minor	"Editorial Assistant" (peer-review software) - moved from previous system to OJS in June 2017, no additional cost for using OJS system		0.00
39	5523	Postage & E-Mail/O/S	Postage for mailing 2 issues (2 @ 6,500) (increase of 5%). No postage after Nov. 2013.		0.00
40	5530	Depr/Furn & Equipment			0.00
41	5543	Bad Debt Expense	Bad debt, @ 1% sales (4103+4109+4140)		0.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3300		
4		Project Name:	College & Research Libraries		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
42	5599	Misc. Expense	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.		1,161.00
43	5902	IUT-ITTS	Data processing: labels, (50 x 2)		0.00
44	5903	IUT-Subscription Processing	IUT/Customer service: Ceased print in FY14, no subscribers		0.00
45	5905	IUT-Telephone	IUT-Telephone		0.00
46	5909	IUT-Dist. Center	IUT-Distribution		25.00
47	5910	IUT-Repro.	IUT-Reprographics		0.00
48	5942	IUT-Advertising	IUT-Choice - C&RL share (30%) of the amount paid to Choice (\$20,604) to manage the sale of ad space per Choice estimate.		6,181.00
49	5911	IUT-General Overhead	IUT-Overhead: 50 % ALA rate on (4103+4601+4109+4110)		0.00
50	5600	Taxes/Income	Unrelated Business Income Tax (UBIT), 3% of gross advertising revenue (4429)		300.00
51			Total Expenses		57,281.00
52			Net		(41,081.00)



	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	PROJECT: 3302 C&RL News								
3		2/11/19 9:36 AM							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	4104	Sales/Rental-Mail Lists	\$0	\$0	\$0	\$0	\$0	0	0
9	4109	Sales/Miscellaneous	\$139	\$285	\$76	\$54	\$0	\$130	\$50
10	4110	Subscriptions	\$25,684	\$21,835	\$19,763	\$16,216	\$16,094	\$13,647	\$14,817
11	4140	Advertising/Gross	\$118,399	\$119,037	\$113,550	\$112,795	\$0	\$0	\$0
12	4142	Advertising/Classified	\$321,281	\$365,950	\$358,092	\$433,651	\$415,063	\$406,400	\$414,000
13	4143	Advertising/Online	\$76,480	\$102,060	\$122,525	\$95,938	\$64,156	\$86,000	\$62,000
14	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	\$78,760	\$111,000	\$75,000
15	4610	Comm/Online Advertising	\$606	(\$1,535)	(\$2,970)	(\$3,234)	(\$1,371)	(\$2,580)	(\$2,160)
16	4611	Comm/Sales Rep	(\$11,204)	(\$11,458)	(\$5,694)	(\$8,326)	(\$4,310)	(\$3,330)	(\$1,950)
17	4612	Comm/Adv. Agency	(\$17,760)	(\$12,280)	(\$41,190)	\$0	\$0	\$0	\$0
18	4421	Royalties-Exempt	\$4,460	\$1,878	\$2,414	\$1,459	\$1,572	\$2,900	\$2,900
19	4602	Sales/Book Discounts	\$0	\$0	(\$43,490)	\$0	\$0	\$0	\$0
20									
21	TOTAL		\$518,085	\$585,772	\$523,076	\$648,554	\$569,964	\$614,167	\$564,657
22									
23	EXPENSES								
24	5000	Salaries & Wages	\$138,813	\$132,796	\$145,838	\$134,600	\$180,643	\$208,346	\$185,776
25	5001	Temp Employees-In-House	\$0	\$0	\$0	\$0	\$0	0	0
26	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
27	5009	Accrued Vacation	\$0	\$0	\$0	\$0	\$0	0	0
28	5010	Employee Benefits	\$38,296	\$37,913	\$43,276	\$41,130	\$54,189	\$57,765	\$57,591
29	5100	Temp Employee/Outside	\$0	\$0	\$0	\$0	\$0	0	0
30	5110	Professional Services	\$0	\$200	\$9,500	\$27,000	\$18,000	\$22,000	\$18,000
31	5122	Bank Service Fees	\$9,550	\$11,624	\$4,267	\$2,873	\$3,694	\$5,733	\$3,987
32	5150	Messenger Service	\$2,354	\$3,118	\$2,785	\$3,309	\$4,406	\$3,500	\$4,500
33	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
34	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
35	5350	Program Allocation	\$0	\$0	\$0	\$0	\$0	0	0
36	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$200	\$0
37	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5402	Printing-O/S	\$73,413	\$78,744	\$62,696	\$77,431	\$97,896	\$82,082	\$105,732
39	5403	Binding-O/S	\$0	\$0	\$124	\$20	\$0	\$25	\$25
40	5404	Design Service-O/S	\$1,650	\$1,650	\$1,650	\$1,800	\$1,500	\$1,650	\$1,650
41	5410	Mail Service-O/S	\$12,492	\$13,853	\$11,960	\$11,861	\$12,184	\$12,425	\$12,425
42	5412	Advertising/Direct	\$309	\$399	\$1,338	\$709	\$2,888	\$3,000	\$3,500
43	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5415	Pre-Press/Photo Services	\$1,339	\$1,787	\$1,695	\$2,557	\$2,640	\$2,563	\$2,640
46	5416	Adv Production Cost	\$0	\$0	\$0	\$0	\$0	0	0
47	5420	Copyright Fees	\$385	\$0	\$0	\$0	\$0	\$495	\$0
48	5430	Web Operating Expenses	\$27,506	\$28,435	\$28,485	\$56,368	\$19,206	\$24,835	\$12,714
49	5433	Order Processing/Fulfillment				\$1,558	\$1,390	\$3,440	\$1,500
50	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0



	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	PROJECT: 3302 C&RL News								
3		2/11/19 9:36 AM							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
51	5501	Equipment/Software-Minor	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000
52	5502	Ref Matls/Periodicals	\$83	\$0	\$0	\$0	\$0	\$100	\$100
53	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$48	\$40	\$80	\$80
54	5523	Postage & E-Mail/O/S	\$48,340	\$47,190	\$50,671	\$45,992	\$47,984	\$47,817	\$50,050
55	5530	Depr/Furn & Equipment	\$5,268	\$4,127	\$404	\$582	\$605	\$536	\$536
56	5543	Bad Debt Expense	\$4,500	\$0	\$5,796	\$5,524	\$4,951	\$5,060	\$4,908
57	5550	Promotion	\$0	\$0	\$0	\$0	\$0	0	0
58	5560	Organization Support/Contrib.	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000
59	5599	Misc. Expense	\$7,922	\$29,410	\$7,536	\$8,410	\$7,430	\$16,809	\$10,969
60	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
61	5903	IUT-Subscription Processing	\$8,090	\$10,985	\$13,043	\$2,660	\$0	\$0	\$0
62	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
63	5906	IUT-Order Billing	\$0	\$0	\$0	\$0	\$0	0	0
64	5909	IUT-Dist. Center	\$632	\$587	\$184	\$14	\$6	\$20	\$20
65	5910	IUT-Repro.	\$0	\$0	\$0	\$18	\$18	\$20	\$20
66	5941	IUT-CHOICE	\$0	\$0	\$0	\$0	\$0	0	0
67	5942	IUT-Advertising	\$20,268	\$14,588	\$16,858	\$12,747	\$11,345	\$14,547	\$12,362
68	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
69	5911	IUT-General Overhead	\$3,125	\$2,809	\$2,569	\$2,148	\$2,124	\$67,068	\$65,040
70	5600	Taxes/Income	\$12,387	\$12,216	\$0	(\$24,319)	\$0	\$14,772	\$14,280
71									
72	TOTAL EXPENSES		\$430,722	\$446,431	\$424,675	\$429,039	\$487,139	\$609,888	\$583,405
73									
74	NET		\$87,364	\$139,341	\$98,401	\$219,515	\$82,825	\$4,279	(\$18,748)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3302		
4		Project Name:	C&RL News		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
8	4601	Returns/Credits	Returns/Credits-based on FY13 actual		\$0.00
9	4109	Sales/Miscellaneous	Sales of back issues (based on avg of fiscal 16, 17, 18)		\$50.00
10	4110	Subscriptions	Subscriptions (based on 17% projected decline based on FY18 actual; assume 2% annual increase in rates going forward)		\$14,817.00
11			One-third deferred from FY 2019: \$5,050		
12			Jan. – Dec. 2019 year:		
13			US: 223 @ \$59 = 13,157		
14			Canada & PUASP: 5 @ \$64 = 320		
15			Other foreign: 17 @ \$69 = 1,173		
16			Total 2019 revenue = \$14,650 Two-thirds recognized in 2020: \$9,767 (One-third deferred to 2021): \$4,883		
17	4140	Advertising/Gross	As print ads in a journal given as a perquisite of membership and are overhead exempt we are moving them to the overhead exempt line 4429.		
18	4142	Advertising/Classified	Classified ad revenue - \$34,500 avg per month share of JobLIST ad sales (based on FY18 actual and early FY19 actual trends)		\$414,000.00
19	4143	Advertising/Online	Online advertising revenue based on Choice estimate of sponsorships of ACRL Update e-newsletter, Keeping Up With newsletter, ACRL Delivers eblasts		\$62,000.00
20	4610	Comm/Online Advertising	Advertising representatives' commissions based on 3% of net online advertising revenue (website ads, etoc and newsletter sponsorships, eblasts=\$72,000)		(\$2,160.00)
21	4611	Comm/Sales Rep	Advertising representatives' commissions based on 3% of print advertising revenue (\$65,000)		(\$1,950.00)
22	4612	Comm/Adv. Agency	Eliminated agency discounts as revenues are reflected inclusive of any discount		\$0.00
23	4421	Royalties-Exempt	Royalties – aggregators (based on average of FY14, 15, 16.)		\$2,900.00
24	4429	Overhd-exempt Rev./Division	Includes print ad sales (\$65,000) and online advertising revenue (\$10,000) in C&RL News based on Choice estimate; 1 etoc per issue. Since C&RL News is provided as a perquisite to members ads in this publication are exempt from overhead per the operating agreement.		\$75,000.00
25			Total Revenues		\$564,657.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3302		
4		Project Name:	C&RL News		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
26	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries listed in salary matrix		\$185,776.00
27	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$57,591.00
28	5110	Professional Services	Professional Service, outsourcing platform for ALA JobLIST, the online career center, shared with <i>American Libraries</i>		\$18,000.00
29	5122	Bank Service Fees	Payment processing fees - approx 3.0% of product ad revenues		\$3,987.00
30	5150	Messenger Service	FedExp, UPS, Messenger Service (based on FY2018 actual)		\$4,500.00
31	5400	Editl/Proofreading-O/S	Proofreading as needed (based on historical trends)		\$0.00
32	5401	Typesetting/Comptn-O/S	No longer a charge item.		\$0.00
33	5402	Printing-O/S	Printing issues of C&RL News (\$9,612/issue x 11, based on FY18 actual + 8% increase based on estimate from Walsworth, assuming page counts at FY18 level)		\$105,732.00
34	5403	Binding-O/S	Binding		\$25.00
35	5404	Design Service-O/S	Design work for cover (\$150/issue)		\$1,650.00
36	5410	Mail Service-O/S	Mail handling of 11 issues @ \$1,100 (based on FY18 actual), plus \$325 for promotional mailings. Postage in line 5523.		\$12,425.00
37	5412	Advertising/Direct	Promo Costs – \$500 Direct, e.g. brochure, flyers, space ads for subscriptions; \$3,000, marketing online career center		\$3,500.00
38	5413	Mail List Rental	Mail List Rental - This line has had no expenses in past two completed fiscal years.		\$0.00
39	5414	Supplies/Production	Supplies/Production		\$0.00
40	5415	Pre-Press/Photo Services	Pre-Press Services including electronic alterations by printer and additional proofs (\$240/issue; based on FY18 actual)		\$2,640.00
41	5420	Copyright Fees	Copyright fee (based on historical)		\$0.00
42	5430	Web Operating Expenses	C&RL News costs for online journal hosting (estimated 17 articles per issue at \$42/article=\$714/issue) plus \$1,750 for web subscription support, \$3,110 annual altmetric fee.		\$12,714.00
43	5433	Order Processing/Fulfillment	Charges from ESP (based on FY18 actual and historical)		\$1,500.00
44	5500	Supplies/Operating	Supplies, based on FY17 actual		\$0.00
45	5501	Equipment/Software-Minor	Equipment - minor (including software)		\$1,000.00
46	5502	Ref Matls/Periodicals	Magazine subscriptions, editorial-related books for editor and assistant editors.		\$100.00
47	5522	Telephone & Fax/O/S	Part of subs processing costs		\$80.00
48	5523	Postage & E-Mail/O/S	Postage-distributing of 11 issues of C&RL News based on FY18 actual and increasing by 4% to account for potential postal increase (4,375/issue + 4% = 4,550/issue)		\$50,050.00
49	5530	Depr/Furn & Equipment	Depreciation		\$536.00
50	5543	Bad Debt Expense	Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads		\$4,908.00
51	5560	Organization Support/Contrib.	IUT - JobLIST-related support to HRDR for furniture in the placement center; in FY13 agreed at \$14,000 or 7.5% of gross JobLIST online ad revenues, whichever is less		\$14,000.00
52	5599	Misc. Expense	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.		\$10,969.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3302		
4		Project Name:	C&RL News		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
53	5902	IUT-ITTS	This item moved to project 3200 in FY12 per MJP.		\$0.00
54	5903	IUT-Subscription Processing	IUT-Customer Service and processing of ad billing; Subscription processing is now direct billed and shows as part of totals in 5410, 5433, 5522, and		\$0.00
55	5905	IUT-Telephone	IUT-Telephone – Based on historical		\$0.00
56	5909	IUT-Dist. Center	IUT-Distribution – Based on FY18 actual		\$20.00
57	5910	IUT-Repro.	IUT-Reprographics – Based on FY18 actual + historical		\$20.00
58	5942	IUT-Advertising	IUT-Advertising - C&RL News share (60%) of the amount paid to CHOICE (\$20,604) to manage the sale of ad space per Choice estimate.		\$12,362.00
59	5911	IUT-General Overhead	IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate		\$65,040.00
60	5600	Taxes/Income	Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4140, 4142, 4143		\$14,280.00
61			Total Expenses		\$583,405.00
62			Net		(\$18,748.00)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2		2/11/2019							
3									
4	PROJECT: 3303 RBM		2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4100	Sales/Books	\$0	\$0	\$0	\$0	\$0	0	0
8	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	(\$15)	(\$5)
9	4104	Sales/Rental-Mail Lists	\$0	\$0	\$0	\$0	\$0	0	0
10	4109	Sales/Miscellaneous	\$0	\$408	\$195	\$402	\$52	\$300	\$100
11	4110	Subscriptions	\$18,098	\$20,130	\$20,576	\$17,914	\$11,727	\$14,532	\$13,898
12	4140	Advertising/Gross	\$11,505	\$11,050	\$11,690	\$8,440	\$7,970	\$10,000	\$8,500
13	4142	Advertising/Classified	\$0	\$0	\$0	\$0	\$0	0	0
14	4143	Advertising/Online	\$1,955	\$4,680	\$7,550	\$5,430	\$2,350	\$3,500	\$3,000
15	4610	Comm/Online Advertising	\$0	(\$108)	(\$120)	\$0	(\$39)	(\$105)	(\$90)
16	4611	Comm/Sales Rep	(\$629)	(\$686)	(\$604)	(\$256)	(\$277)	(\$300)	(\$255)
17	4612	Comm/Adv. Agency	\$0	\$0	(\$3,340)	\$0	\$0	\$0	\$0
18	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
19	4421	Royalties-Exempt	\$5,065	\$4,449	\$2,859	\$2,731	\$1,088	\$3,000	\$2,225
20	4429	Overhd-exempt Rev./Divisi	\$0	\$0	\$0	\$0	\$0	0	0
21	4602	Sales/Book Discounts	\$0	\$0	(\$975)	\$0	\$0	\$0	\$0
22									
23	TOTAL		\$35,993	\$39,923	\$37,831	\$34,661	\$22,871	\$30,912	\$27,373
24									
25	EXPENSES								
26	5000	Salaries & Wages	\$4,153	\$4,427	\$6,084	\$3,916	\$4,409	\$5,083	\$4,526
27	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
28	5010	Employee Benefits	\$1,146	\$1,264	\$1,805	\$1,197	\$1,323	\$1,409	\$1,403
29	5110	Professional Services	\$500	\$800	\$800	\$800	\$800	\$800	\$800
30	5122	Bank Service Fees	\$143	\$36	\$81	\$370	\$219	0	0
31	5150	Messenger Service	\$54	\$41	\$42	\$37	\$48	\$50	\$50
32	5400	Editl/Proofreading-O/S	\$680	\$375	\$750	\$750	\$750	\$800	\$800
33	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5402	Printing-O/S	\$3,429	\$3,327	\$4,388	\$3,595	\$3,195	\$4,000	\$3,452
35	5403	Binding-O/S	\$0	\$0	\$0	\$39	\$21	0	0
36	5404	Design Service-O/S	\$0	\$0	\$300	\$0	\$0	\$0	\$0
37	5410	Mail Service-O/S	\$651	\$642	\$583	\$788	\$665	\$890	\$890
38	5412	Advertising/Direct	\$0	\$0	\$175	\$0	\$0	\$0	\$0
39	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40	5415	Pre-Press/Photo Services	\$279	\$338	\$302	\$381	\$371	\$350	\$350
41	5420	Copyright Fees	\$25	\$0	\$0	\$0	\$0	\$0	\$0
42	5430	Web Operating Expenses	\$4,077	\$3,950	\$5,364	\$8,475	\$2,201	\$1,350	\$1,422
43	5433	Order Processing/Fulfillme	\$0	\$0	\$0	\$2,017	\$785	\$1,500	\$1,000
44	5501	Equipment/Software-Minor	\$120	\$270	\$0	\$0	\$0	\$0	\$0
45	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$6	\$28	\$35	\$35
46	5523	Postage & E-Mail/O/S	\$1,350	\$1,266	\$1,286	\$1,510	\$1,369	\$1,275	\$1,424
47	5530	Depr/Furn & Equipment	\$30	\$20	\$17	\$17	\$15	0	0
48	5540	Royalty Expense	\$0	\$0	\$0	\$0	\$0	0	0
49	5543	Bad Debt Expense	\$121	\$0	\$91	\$102	\$102	\$103	\$86
50	5599	Misc. Expense	\$237	\$980	\$314	\$245	\$181	\$410	\$267
51	5600	Taxes/Income	\$0	\$215	\$0	(\$215)	\$0	\$405	\$345
52	5903	IUT-Subscription Processin	\$5,156	\$7,261	\$8,695	\$2,014	\$0	\$0	\$0
53	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
54	5909	IUT-Dist. Center	\$0	\$25	\$15	\$0	\$8	\$25	\$25
55	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
56	5911	IUT-General Overhead	\$4,355	\$5,070	\$2,690	\$4,575	\$3,019	\$4,096	\$3,627
57	5941	IUT-CHOICE	\$0	\$0	\$0	\$0	\$0	0	0
58	5942	IUT-Advertising	\$3,378	\$2,431	\$2,810	\$2,124	\$1,891	\$2,425	\$2,060
59									
60	EXPENSES		\$29,884	\$32,738	\$36,592	\$32,744	\$21,400	\$25,006	\$22,562
61									
62	NET		\$6,110	\$7,185	\$1,239	\$1,917	\$1,471	\$5,906	\$4,811

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3303		
4		Project Name:	Rare Books and Manuscripts		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4601	Returns/Credits	Returns @ 5% of line 4109		(\$5)
9	4109	Sales/Miscellaneous	Sales of back issues (based on FY18 actual and historical)		\$100
10	4110	Subscriptions			\$13,898
11			One-third (Sept.-Dec.) deferred from FY19: \$5,557		
12			FY20 (18% decline from FY18 actual, plus annual 2% cost increase)		
13			242 US subs. @ \$53 = \$12,826		
14			11 Canadian @ \$59 = 649		
15			32 foreign @ \$70 = \$2,240		
16			347 \$15,715		
17					
18			Two-thirds recognized in FY20: \$10,476		
19			(One-third deferred to FY21: \$5,239)		
20	4140	Advertising/Gross	Per Choice projections.		\$8,500
21	4143	Advertising/Online	Per Choice projections.		\$3,000
22	4610	Comm/Online Advertising	Advertising representatives' commissions, 3% of net advertising revenue shown in 4143		(\$90)
23	4611	Comm/Sales Rep	Advertising representatives' commissions, 3% of net advertising revenue (4140-4612)		(\$255)
24	4612	Comm/Adv. Agency	Eliminated agency discounts as revenues are reflected inclusive of any discount		\$0
25	4421	Royalties-Exempt	Royalties – aggregators (based on average of FY16, 17, and 18 plus historical trends.)		\$2,225
26					
27					
28			Total Revenues		\$27,373



	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research</b>		
3		<b>Project No.:</b>	<b>3303</b>		
4		<b>Project Name:</b>	<b>Rare Books and Manuscripts</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
29	5000	Salaries & Wages	Salaries: % of ACRL total salaries listed in salary matrix		\$4,526
30	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$1,403
31	5110	Professional Services	Editor Stipend		\$800
32	5150	Messenger Service	Messenger service		\$50
33	5400	Editl/Proofreading-O/S	Editorial/Proofreading (\$400 per issue) 10 hrs x \$40		\$800
34	5401	Typesetting/Comptn-O/S			\$0
35	5402	Printing-O/S	Printing issues of RBM (\$1,726/issue x 2, based on FY18 actual + 8% increase based on estimate from Walsworth, assuming page counts at FY18 level)		\$3,452
36	5404	Design Service-O/S			\$0
37	5410	Mail Service-O/S	Mail handling of 2 issues of magazine (\$50 ea.) + list preparation @ 275 ea. And \$240 for subscription handling.		\$890
38	5412	Advertising/Direct	Advertising-Direct, Promotional flyers mailed to purchased mailing lists of potential subscribers		\$0
39	5413	Mail List Rental	Mailing list rental		\$0
40	5415	Pre-Press/Photo Services	Pre-press/photographic work @ \$185/issue		\$350
41	5420	Copyright Fees	Copyright		\$0
42	5430	Web Operating Expenses	RBM costs for online journal hosting (estimated 16 total articles over 2 issues @ \$42/ article) and \$750 for web hosting of subscription processing		\$1,422
43	5433	Order Processing/Fulfillment	Subscription processing fees from outside supplier		\$1,000
44	5501	Equipment/Software-Minor	"Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15		\$0
45	5522	Telephone & Fax/O/S	Support for subscription processing		\$35
46	5523	Postage & E-Mail/O/S	Postage for mailing two issues (2 @ \$712). (First class) (Note: Second class rates not available for RBM because it is not mailed often enough to qualify.) (increase of 4% from FY18 actual)		\$1,424
47	5543	Bad Debt Expense	Bad debt @ 1% of revenue on lines 4109 and 4140		\$86
48	5599	Misc. Expense	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.		\$267
49	5903	IUT-Subscription Processing	Subscription services fees, moved to lines 5433, 5522, 5430, and 5410		\$0
50	5905	IUT-Telephone	IUT-Telephone		\$0
51	5909	IUT-Dist. Center	IUT-Distribution (includes some back issues)		\$25
52	5910	IUT-Repro.	IUT-Reprographics		\$0
53	5942	IUT-Advertising	IUT Advertising: RBM share (10%) of the amount paid to CHOICE (\$20,604) to manage the sale of ad space per Choice estimate.		\$2,060
54	5911	IUT-General Overhead	IUT-Overhead: 50% of ALA OH rate x Total Revenues		\$3,627
55	5600	Taxes/Income	Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143		\$345
56			<b>Total Expenses</b>		<b>\$22,562</b>
57			<b>Net</b>		<b>\$4,811</b>

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL								
3	PROJECT: 3340 Web-based Continuing Education								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4103	Sales/On-line	\$0	\$0	\$59,200	\$81,545	\$102,650	\$18,000	\$28,000
9	4105	Sales/Webinars, Webcasts.	\$96,485	\$119,000	\$108,950	\$41,121	\$19,720	\$63,920	\$63,920
10	4140	Advertising/Gross	\$0	\$36,670	\$0	\$0	\$0	\$0	\$0
11	4610	Comm/Online Advertising	\$0	\$0	\$0	\$0	\$0	0	0
12	4611	Comm/Sales Rep	\$1,128	(\$5,257)	(\$3,342)	(\$4,639)	(\$954)	(\$900)	(\$1,350)
13									
14	TOTAL		\$97,613	\$150,413	\$164,808	\$118,027	\$121,416	\$81,020	\$90,570
15									
16	EXPENSES								
17	5000	Salaries & Wages	\$18,998	\$13,280	\$20,500	\$12,053	\$27,143	\$31,304	\$28,486
18	5010	Employee Benefits	\$5,242	\$3,791	\$6,083	\$3,683	\$8,142	\$8,679	\$8,831
19	5110	Professional Services	\$8,714	\$1,722	\$10,268	\$3,185	\$4,430	\$9,312	\$9,312
20	5122	Bank Service Fees	\$2,390	\$2,092	\$3,099	\$1,233	\$2,926	\$2,309	\$2,581
21	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
23	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$300	\$7,519	0	0
24	5350	Program Allocation	\$0	\$0	\$0	\$0	\$0	0	0
25	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
26	5402	Printing-O/S	\$55	\$0	\$0	\$0	\$0	\$0	\$0
27	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
28	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
29	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
30	5412	Advertising/Direct	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5523	Postage & E-Mail/O/S	\$9	\$0	\$0	\$0	\$0	\$0	\$0
35	5430	Web Operating Expenses	\$0	\$0	\$0	\$5,971	\$3,467	\$0	\$0
36	5431	Webminars/Webcasts/Web C	\$0	\$16,037	\$15,540	\$1,956	\$0	\$2,000	\$4,171
37	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	0	0
38	5530	Depr/Furn & Equipment	\$136	\$61	\$57	\$52	\$91	0	0
39	5540	Royalty Expense	\$8,041	\$8,867	\$7,905	\$3,218	\$1,581	\$6,392	\$6,392
40	5543	Bad Debt Expense	\$624	\$0	\$604	\$606	\$503	\$405	\$453
41	5600	Taxes/Income			\$0	\$0	\$0	\$0	\$0
42	5599	Misc. Expense	\$1,084	\$2,941	\$1,059	\$753	\$1,116	\$2,526	\$1,682
43	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5909	IUT-Dist. Center	\$0	\$0	\$0	\$7	\$10	\$0	\$0
45	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	0	0
46	5940	IUT-Registration Processing	\$3,110	\$2,477	\$3,944	\$2,207	\$2,998	\$4,004	\$4,004
47	5911	IUT-General Overhead	\$11,811	\$14,445	\$21,343	\$16,192	\$16,153	\$8,469	\$8,469
48									
49	TOTAL DIRECT EXPENSES		\$60,214	\$65,713	\$90,401	\$51,415	\$76,078	\$75,400	\$74,381
50									
51	NET		\$37,398	\$84,700	\$74,407	\$66,612	\$45,339	\$5,620	\$16,189



	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research</b>		
3		<b>Project No.:</b>	<b>3340</b>		
4		<b>Project Name:</b>	<b>Web-based Continuing Education</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
8	4103	Sales/On-line	15% of sponsored webinar revenue to cost-share with CHOICE. (Percentage was 40% in FY17, currently splitting 85/15 CHOICE/ACRL)		28,000
9	4105	Sales/Webinars, Webcasts. Web CE	Online learning registration fees (multi-week online courses and one-shot webcasts)		63,920
10			<b>Online courses:</b> 2 total online courses x 20 participants each @ \$135 = \$8,100	5,400	
11			<b>Webcasts:</b> 22 live webcasts with 28 registrants each (616 total) with an average reg fee of \$95 (based on avg reg for webcasts following the implementation of the "group" registration rate). Based on \$50 ACRL member fee, \$75 ALA member, \$90 Nonmember, \$40 Student, \$305 Group	58,520	
12	4140	Advertising/Gross	CHOICE sponsored revenue recognized in 4103		-
13	4611	Comm/Sales Rep	Commissions on ACRL-CHOICE sponsored webcasts. 15% of \$9,000 due to cost-share with CHOICE.		(1,350)
14			<b>Total Revenues</b>		<b>90,570</b>

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3340		
4		Project Name:	Web-based Continuing Education		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
15	5000	Salaries & Wages	Salaries @ % of ACRL salaries listed in matrix		28,486
16	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		8,831
17	5110	Professional Services	Course development, 2 new Moodle courses x \$1,000 = \$2,000	2,000	9,312
18			LearningTimes annual fee @ \$3,000	3,000	
19			Learning Times per person, per hour fee (based on average of 90 minute per event x \$7/hour/person at 616 webcast attendees)	4,312	
20	5122	Bank Service Fees	Bank Charges		2,581
21	5150	Messenger Service	Messenger service		-
22	5400	Editl/Proofreading-O/S	Editorial/Proofreading		-
23	5402	Printing-O/S	Outside printing , flyers for marketing		-
24	5404	Design Service-O/S	Design service- Outside		-
25	5410	Mail Service-O/S	Mail service - Outside		-
26	5411	Advertising/Space	Advertising space purchase		-
27	5412	Advertising/Direct	Advertising-Direct		-
28	5413	Mail List Rental	Mail list rental		-
29	5415	Pre-Press/Photo Services	Pre-Press/Photographic		-
30	5420	Copyright Fees	Copyright fees		
31	5430	Web Operating Expenses	Web Operating Expenses		-
32	5431	Webinars/Webcasts/Web CE Exp	85/15 expense split with CHOICE; 15% expenses recognized in budget.		4,171
33	5523	Postage & E-Mail/O/S	Postage (based on historical actual)		-
34	5540	Royalty Expense	Presenter royalty payments: 10% x registration revenue for webcasts and online courses, less LearningTimes payments for webcasts		6,392
35	5543	Bad Debt Expense	Bad debt (1% of gross revenues)		453
36	5599	Misc. Expense	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.		1,682
37	5905	IUT-Telephone	IUT-Telephone		-
38	5909	IUT-Dist. Center	IUT-Distribution		-
39	5940	IUT-Registration Processing	IUT-Registration Processing: \$6.25 per registrant for online courses and webcasts. Based on 616 online learning attendees.		4,004
40	5911	IUT-General Overhead	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)		8,469
41	5600	Taxes/Income	3% of advertising revenues		-
42			Total Expenses		74,381
43			Net		16,189

	B	C	O	P	Q	R
1	ALA BUDGET WORKSHEET					
2	ACRL	2/11/2019				
3	PROJECT: 3341 Licensed Workshops					
4			2017	2018	2019	2020
5			ACTUAL	ACTUAL	BUDGET	BUDGET
6						
7	4105	Sales/Webinars, Webcas	\$0	\$0	\$0	\$0
8	4200	Registration Fees	\$0	\$19,430	\$0	\$18,410
9	4430	Royalties-Non-Exempt	\$55,795	\$160,250	\$125,000	\$130,000
10						
11	TOTAL		\$55,795	\$179,680	\$125,000	\$148,410
12						
13	EXPENSES					
14	5000	Salaries & Wages	\$29,636	\$35,313	\$40,727	\$37,774
15	5001	Temp Employees-In-Hou	\$0	\$0	0	0
16	5002	Overtime/Wages	\$0	\$0	0	0
17	5010	Employee Benefits	\$9,056	\$10,593	\$11,292	\$11,710
18	5110	Professional Services	\$0	\$0	0	0
19	5122	Bank Service Fees	\$0	\$128	\$3,125	\$3,250
20	5150	Messenger Service	\$38	\$416	\$0	\$0
21	5210	Transportation	\$1,437	\$0	0	0
22	5302	Meal Functions	\$0	\$2,793	\$795	\$3,080
23	5304	Speaker/Guest Expenses	\$5,511	\$6,310	\$6,325	\$3,700
24	5305	Speaker/Guest Honorariu	\$5,511	\$55,625	\$41,250	\$42,000
25	5309	Audio/Visual Equip Renta	\$0	\$3,588	\$0	0
26	5350	Program Allocation	\$0	\$750	\$20,000	\$20,000
27	5402	Printing-O/S	\$0	\$734	\$0	\$0
28	5522	Telephone & Fax/O/S	\$0	\$0	0	0
29	5523	Postage & E-Mail/O/S	\$0	\$0	0	0
30	5530	Depr/Furn & Equipment	\$128	\$118	0	0
31	5540	Royalty Expense	\$0	\$0	0	0
32	5543	Bad Debt Expense	\$0	\$0	0	0
33	5599	Misc. Expense	\$1,992	\$1,592	\$3,286	\$2,230
34	5900	IUT-Marketing	\$0	\$0	0	0
35	5902	IUT-ITTS	\$0	\$0	0	0
36	5905	IUT-Telephone	\$0	\$0	\$0	\$0
37	5909	IUT-Dist. Center	\$0	\$9	\$0	\$0
38	5910	IUT-Repro.	\$309	\$74	\$0	\$0
39	5942	IUT-Advertising	\$0	\$0	0	0
40	5999	IUT-Misc.	\$0	\$0	0	0
41	5911	IUT-General Overhead	\$7,365	\$26,283	\$16,563	\$19,664
42						
43	TOTAL EXPENSES		\$60,983	\$144,325	\$143,363	\$143,408
44						
45	NET		(\$5,188)	\$35,355	(\$18,363)	\$5,002

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3341		
4		Project Name:	Licensed Workshops		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
8	4105	Sales/Webinars, Webcasts. Web CE			
9	4200	Registration Fees	Offering a workshop at ALA Midwinter and at ALA Annual Conference. Registration fees for two 1-day workshops: 30 ACRL members @ \$255 = \$7,650, 3 ALA members @ \$295 = \$885, 2 Nonmembers @ \$335 = \$670 for each workshop. Total = \$9,205 per workshop, \$18,410 total.		18,410
10	4430	Royalties-Non-Exempt	Licensed regional workshops. ACRL offers workshops upon request on 6 topics (Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Intersections of Information Literacy and Scholarly Communications, Data Management and Framework for Information Literacy for Higher Education). License fee with two presenters at @ 5,000 per workshop x 20. License fee for Standards and AiA workshops with one presenter @ \$3,000 per workshop x 10.		130,000
11			Total Revenues		148,410
12	5000	Salaries & Wages	Salaries @ % of ACRL salaries listed in the salary matrix		37,774
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		11,710
14	5122	Bank Service Fees	Bank service fees		3,250
15	5150	Messenger Service			-
16	5302	Meal Functions	Workshop AM and PM breaks for ALA Midwinter and Annual Conference. 35 participants x 2 workshops @ 2 breaks @ \$22 per break = \$3,080.		3,080
17	5304	Speaker/Guest Expenses	All travel for experienced presenters is reimbursed by hosts for workshops delivered. ACRL covers travel for new presenters to shadow (2 people, per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation). Staff travel to shadow 2 workshops (per workshop: \$450 flight, \$75 ground transportation, lodging \$200 per night x 1.5 days, per diem \$50 day x 2 days).		3,700

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research</b>		
3		<b>Project No.:</b>	<b>3341</b>		
4		<b>Project Name:</b>	<b>Licensed Workshops</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo</b>	<b>\$ Amount</b>
18	5305	Speaker/Guest Honorarium	Presenter honorarium @ \$750 x 2 presenters x 20 workshops; \$750 Standards/AiA x 1 presenter x 10 workshops; plus six presenter coordinators \$750 each		42,000
19	5350	Program Allocation	Annual funds for new curriculum development		20,000
20	5402	Printing-O/S			
21	5599	Misc. Expense	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.		2,230
22	5905	IUT-Telephone	IUT-Telephone		-
23	5909	IUT-Dist. Center	IUT-Distribution		
24	5910	IUT-Repro.	IUT-Reprographics		
25	5911	IUT-General Overhead	IUT-Overhead: License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.		19,664
26			<b>Total Expenses</b>		<b>143,408</b>
27			<b>Net</b>		<b>5,002</b>

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	2/11/2019							
3	PROJECT: 3400 Non-Periodical Publications								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4100	Sales/Books	\$209,597	\$322,577	\$471,338	\$317,939	\$376,051	\$352,000	\$371,500
8	4601	Returns/Credits	(\$18,776)	(\$15,758)	(\$32,989)	(\$27,280)	(\$24,719)	(\$28,160)	(\$26,005)
9	4101	Sales/Pamphlets	\$0	\$0	\$0	\$0		0	0
10	4103	Sales/On-line	\$0	\$0	\$0	\$0		(\$3,520)	(\$1,115)
11	4108	Sales/ALA Store	\$0	\$0	\$0	\$0		0	0
12	4109	Sales/Miscellaneous	\$0	\$0	\$0	\$0		0	0
13	4400	Donations/Honoraria	\$0	\$0	\$0	\$0		0	0
14	4421	Royalties-Exempt	\$1,286	\$6,731	\$21,513	\$14,831	\$38,020	\$24,000	\$35,000
15	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0		0	0
16	4430	Royalties-Non-Exempt	\$0	\$0	\$0	\$0		0	0
17	4602	Sales/Book Discounts	\$0	\$0	(\$85,111)	(\$17,363)	(\$878)	\$0	\$0
18									
19	TOTAL		\$192,107	\$313,550	\$374,752	\$288,126	\$388,475	\$344,320	\$379,380
20									
21	EXPENSES								
22	5000	Salaries & Wages	\$52,538	\$60,643	\$76,664	\$76,896	\$102,634	\$118,372	\$105,892
23	5001	Temp Employees-In-House	\$0	\$0	\$0	\$0		0	0
24	5002	Overtime/Wages	\$0	\$0	\$0	\$0		0	0
25	5010	Employee Benefits	\$14,497	\$17,313	\$22,749	\$23,498	\$30,787	\$32,819	\$32,827
26	5110	Professional Services	\$12,065	\$7,200	\$19,400	\$0		0	0
27	5122	Bank Service Fees	\$0	\$3	\$2,089	\$42	\$5	\$100	\$25
28	5150	Messenger Service	\$157	\$172	\$98	\$52	\$39	\$100	\$45
29	5210	Transportation	\$0	\$0	\$0	\$0		\$500	\$0
30	5212	Lodging & Meals	\$0	\$0	\$0	\$0		0	0
31	5214	Entertainment	\$310	\$317	\$0	\$0		\$500	\$0
32	5216	Business Meetings	\$0	\$0	\$0	\$0		0	0
33	5302	Meal Functions	\$0	\$0	\$0	\$0		0	0
34	5350	Program Allocation	\$0	\$21	\$0	\$0		0	0
35	5400	Editl/Proofreading-O/S	\$8,539	\$23,592	\$18,642	\$10,959	\$20,688	\$22,400	\$24,300
36	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0		\$0	\$0
37	5402	Printing-O/S	\$15,399	\$28,403	\$37,918	\$26,255	\$33,411	\$40,000	\$41,000
38	5403	Binding-O/S	\$0	\$0	\$0	\$0		0	0
39	5404	Design Service-O/S	\$1,939	\$12,956	\$0	\$161	\$80	\$2,500	\$250
40	5410	Mail Service-O/S	\$0	\$0	\$0	\$0		0	0
41	5411	Advertising/Space	\$0	\$0	\$0	\$0		\$0	\$0
42	5412	Advertising/Direct	\$0	\$0	\$2,553	\$0		\$1,500	\$5,000
43	5413	Mail List Rental	\$0	\$0	\$0	\$0		\$0	\$0
44	5414	Supplies/Production	\$0	\$1,162	\$147	\$0		\$0	\$0
45	5415	Pre-Press/Photo Services	\$215	\$166	\$328	\$100	\$77	\$100	\$100
46	5420	Copyright Fees	\$0	\$0	\$219	\$0	\$3,000	\$0	\$990
47	5430	Web Operating Expenses	\$0	\$0	\$0	\$0		\$100	\$0
48	5432	Purchased Inventory	\$0	\$0	\$0	\$0		0	0
49	5433	Order Processing/Fulfillment	\$17,953	\$26,669	\$28,395	\$24,220	\$31,331	\$29,920	\$31,578
50	5480	Cost of Sales	\$47,072	\$55,881	\$38,371	\$56,318	\$70,029	\$70,400	\$70,585
51	5490	Inventory Adjustment	(\$67,670)	(\$51,716)	(\$66,414)	(\$35,943)	(\$55,342)	(\$65,000)	(\$66,640)
52	5499	Inventory Reserve Adjustment	\$18,960	\$8,735	\$2,167	\$2,000	\$4,329	\$2,000	\$2,000
53	5500	Supplies/Operating	\$0	\$0	\$0	\$3,789		0	0
54	5501	Equipment/Software-Minor	\$0	\$0	\$0	\$0		0	0
55	5502	Ref Matls/Periodicals	\$304	\$0	\$0	\$0		\$0	\$0
56	5521	Space Rent	\$0	\$0	\$0	\$0		0	0
57	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0		0	0

	B	C	Q	R	S	T	U	V	W
58	5523	Postage & E-Mail/O/S	\$1,714	\$3,344	\$4,281	\$0	\$6,694	\$4,000	\$7,000
59	5530	Depr/Furn & Equipment	\$377	\$277	\$213	\$333	\$344	0	0
60	5540	Royalty Expense	\$29,631	\$10,851	\$48,724	\$22,594	\$27,116	\$17,600	\$18,575
61	5543	Bad Debt Expense	\$1,512	\$0	\$2,127	\$3,446	\$3,667	\$4,000	\$4,000
62	5599	Misc. Expense	\$2,998	\$13,430	\$3,961	\$4,730	\$4,222	\$9,550	\$6,253
63	5900	IUT-Marketing	\$0	\$0	\$0	\$0		\$0	\$0
64	5902	IUT-ITTS	\$0	\$0	\$0	\$0		\$0	\$0
65	5905	IUT-Telephone	\$0	\$0	\$0	\$0		\$0	\$0
66	5909	IUT-Dist. Center	\$673	\$804	\$688	\$1,117	\$939	\$2,000	\$1,000
67	5910	IUT-Repro.	\$44	\$48	\$84	\$53	\$18	\$100	\$100
68	5942	IUT-Advertising	\$0	\$0	\$0	\$0		0	0
69	5999	IUT-Misc.	\$0	\$0	\$0	\$0		0	0
70	5911	IUT-General Overhead	\$23,089	\$38,966	\$45,744	\$36,075	\$46,260	\$42,442	\$45,630
71	5941	IUT-CHOICE				\$0		\$4,309	\$4,309
72									
73	TOTAL EXPENSES		\$182,316	\$259,237	\$289,149	\$256,695	\$330,329	\$340,312	\$334,819
74									
75	NET		\$9,792	\$54,313	\$85,603	\$31,431	\$58,146	\$4,008	\$44,561

	B	C	D	E	F
1		<b>Unit No.:</b>	403		
2		<b>Unit Name:</b>	Association of College and Research		
3		<b>Project No.:</b>	3400		
4		<b>Project Name:</b>	Non-Periodical Publishing		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo</b>	<b>\$ Amount</b>
8	4100	Sales/Books	<b>Backlist sales:</b> \$137,500. Based on FY18 actual backlist gross revenues of \$124,832.32, 117 titles for \$1,066.94/title. For FY20, 125 titles at \$1,100/title, \$137,500  <b>Sales of new books:</b> \$234,000. Based on average gross revenue per new title FY18 of \$12,850.24/title. 18 new titles at \$13,000/title, \$234,000.		371,500
9	4601	Returns/Credits	Returns, @ 7% of sales. (Down from 8% based on FY18 6.57% actual)		(26,005)
10	4103	Sales/On-line			(1,115)
11	4421	Royalties-Exempt	Royalties from Univ. of So. Carolina, ALA, MIT Press, Haworth, EBSCO, ProQuest, etc		35,000
12			<b>Total Revenues</b>		<b>379,380</b>



	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3400		
4		Project Name:	Non-Periodical Publishing		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
13	5000	Salaries & Wages	Salaries @ % of ACRL salaries listed in the salary matrix		105,892
14	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		32,827
15	5122	Bank Service Fees	Bank Credit card		25
16	5150	Messenger Service	Messenger		45
17	5210	Transportation	PIL Editor & Content Strategist travel		-
18	5214	Entertainment	Recruitment & Acquisition of Content		-
19	5400	Editl/Proofreading-O/S	Editorial/Proofreading (18 @ \$1350)		24,300
20	5401	Typesetting/Comptn-O/S	Typesetting		-
21	5402	Printing-O/S	Outside printing of 18 new titles @ \$2,000, with an additional \$5,000 for reprints		41,000
22	5404	Design Service-O/S	Potential design of 1 of the 18 new books		250
23	5411	Advertising/Space	Advertising space purchase		-
24	5412	Advertising/Direct	Printing/distribution of Publications catalogs and flyers		5,000
25	5413	Mail List Rental	Mailing list rental		-
26	5414	Supplies/Production	Formatting ebooks has been brought in-house and is reflected in the time study for salaries and benefits.		
27	5415	Pre-Press/Photo Services	Pre-Press/Photographic		100
28	5420	Copyright Fees	Copyright fees 18 new books @ \$55 each		990
29	5430	Web Operating Expenses			-
30	5433	Order Processing/Fulfillment	Transaction Fee/Order Fulfillment, calculated at 8.5% of sales (line 4100)		31,578
31	5480	Cost of Sales	Cost of sales, calculated as 19% of sales (line 4100)		70,585
32	5490	Inventory Adjustment	Inventory adjustment. Total of lines 5400, 5401, 5402, 5404, 5415, and 5420.		(66,640)
33	5499	Inventory Reserve Adjustment	Inventory Reserve Adjustment (removal of out-of-print titles from stock, est. \$2,000 residual value)		2,000
34	5502	Ref Matls/Periodicals	Reference material		
35	5523	Postage & E-Mail/O/S	Mailing books to reviewers and authors		7,000
36	5540	Royalty Expense	Royalty Expenses - Included are royalties ACRL pays its own authors. Royalties are reduced, as ACRL previously paid 10% royalties on sales to ALA Publishing. Royalties paid to ACRL Authors: (10% x 50% of Line 4100)		18,575
37	5543	Bad Debt Expense	Bad debt, 1% of gross revenues		4,000

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3400		
4		Project Name:	Non-Periodical Publishing		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
38	5599	Misc. Expense	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.		6,253
39	5900	IUT-Marketing	IUT-Marketing		-
40	5902	IUT-ITTS	IUT-Data Processing		-
41	5905	IUT-Telephone	IUT-Telephone		-
42	5909	IUT-Dist. Center	IUT-Distribution		1,000
43	5910	IUT-Repro.	IUT-Reprographics		100
44	5941	IUT-CHOICE	Support to CHOICE for management of publishing initiatives.		4,309
45	5911	IUT-General Overhead	IUT-Overhead - Revenues from sales of books are charged 50% of ALA overhead rate on revenues (4100+4103+4601).		45,630
46			Total Expenses		334,819
47			Net		44,561

	B	C	M	N	O	P	Q	R
1	ALA BUDGET WORKSHEET							
2	ACRL	2/11/2019						
3	PROJECT: 3402 Diversity Alliance							
4			2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6								
7	4105	Sales/Webinars, Webcas	\$0	\$0	\$0	\$0	0	0
8	4200	Registration Fees	\$0	\$0	\$0	\$0	\$11,490	\$0
9	4430	Royalties-Non-Exempt	\$0	\$0	\$17,450	\$0	\$0	\$0
10	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$25,500	\$15,000	\$24,000
11								
12	TOTAL		\$0	\$0	\$17,450	\$25,500	\$26,490	\$24,000
13								
14	EXPENSES							
15	5000	Salaries & Wages	\$0	\$0	\$10,100	\$16,119	\$20,167	\$18,578
16	5001	Temp Employees-In-Hou	\$0	\$0	\$0	\$0	0	0
17	5002	Overtime/Wages	\$0	\$0	\$0	\$0	0	0
18	5010	Employee Benefits	\$0	\$0	\$3,087	\$4,835	\$5,591	\$5,759
19	5110	Professional Services	\$0	\$0	\$0	\$0	0	0
20	5122	Bank Service Fees	\$0	\$0	\$0	\$428	\$468	\$468
21	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0
22	5210	Transportation	\$0	\$0	\$0	\$0	\$0	\$0
23	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$4,400	\$0
24	5301	Conference Equipment R	\$0	\$0	\$0	\$0	\$0	\$0
25	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0
26	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$950	\$0
27	5305	Speaker/Guest Honorariu	\$0	\$0	\$0	\$0	\$750	\$750
28	5350	Program Allocation	\$0	\$0	\$0	\$7,304	\$0	\$1,500
29	5402	Printing-O/S	\$0	\$0	\$0	\$0	0	0
30	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$1,000	\$1,000
31	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0
32	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	0	0
33	5530	Depr/Furn & Equipment	\$0	\$0	\$44	\$54	0	0
34	5540	Royalty Expense	\$0	\$0	\$0	\$0	0	0
35	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$148	\$148
36	5599	Misc. Expense	\$0	\$0	\$631	\$663	\$1,627	\$1,097
37	5900	IUT-Marketing	\$0	\$0	\$0	\$0	0	0
38	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0
39	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0
40	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0
41	5910	IUT-Repro.	\$0	\$0	\$175	\$0	\$200	\$200
42	5942	IUT-Advertising	\$0	\$0	\$0	\$0	0	0
43	5999	IUT-Misc.	\$0	\$0	\$0	\$0	0	0
44	5911	IUT-General Overhead	\$0	\$0	\$2,303	\$3,366	\$3,975	\$6,360
45								
46	TOTAL EXPENSES		\$0	\$0	\$16,340	\$32,770	\$39,276	\$35,860
47								
48	NET		\$0	\$0	\$1,110	(\$7,270)	(\$12,786)	(\$11,860)

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3402</b>		
4		<b>Project Name:</b>	<b>Diversity Alliance</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
8	4200	Registration Fees			\$0
9	4400	Donations/Honoraria			\$0
10	4430	Royalties-Non-Exempt			\$0
	4490	Misc. Fees/Revenues	Diversity Alliance fees: 48 institutions @ \$500. Number of institutions based on 90% of 2018 membership.		\$24,000
11					
12			<b>Total Revenues</b>		<b>\$24,000</b>
13	5000	Salaries & Wages	Salaries at % of ACRL total salaries listed in salary matrix		<b>\$18,578</b>
14	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		<b>\$5,759</b>
15	5122	Bank Service Fees	Bank Charges on credit cards. \$123 for membership, \$345 for Pre-Conference institute		\$468
16	5150	Messenger Service			\$0
17	5210	Transportation			
18	5212	Lodging & Meals			\$0
19	5216	Business Meetings			\$0
20	5301	Conference Equipment Rental			\$0
21	5302	Meal Functions			\$0
22	5304	Speaker/Guest Expenses			\$0
23	5305	Speaker/Guest Honorarium	Consultant honorarium @ \$750		\$750
24	5350	Program Allocation	\$1,500 in ongoing costs for the ACRL Diversity Alliance.		\$1,500
25	5500	Supplies/Operating	Supplies		\$1,000
26	5522	Telephone & Fax/O/S	Reimbursed phone/fax		\$0
27	5543	Bad Debt Expense			\$148
28	5599	Misc. Expense	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.		<b>\$1,097</b>
29	5902	IUT-ITTS	IUT-Data Processing		\$0
30	5905	IUT-Telephone	IUT-Telephone		\$0
31	5909	IUT-Dist. Center	IUT-Distribution		\$0
32	5910	IUT-Repro.	IUT-Reprographics		\$200
33	5911	IUT-General Overhead	IUT-General Overhead IUT 100% of ALA General overhead rate on revenue from misc. fees revenue (line 4490).		\$6,360
34			<b>Total Expenses</b>		<b>\$35,860</b>
35			<b>Net</b>		<b>-\$11,860</b>

	B	C	D	E	F	G
1	ALA BUDGET WORKSHEET					
2	ACRL	2/11/2019				
3	PROJECT: 3403 New Roles & Changing Landscapes					
4			2017	2018	2019	2020
5			ACTUAL	ACTUAL	BUDGET	BUDGET
6						
7	4400	Donations/Honoraria	\$0	0	\$0	\$0
8	4429	Overhd-exempt Rev./Division	\$0	0	0	0
9	4490	Misc. Fees/Revenues	\$0	0	\$0	\$0
10						
11	TOTAL		\$0	\$0	\$0	\$0
12						
13	EXPENSES					
14	5000	Salaries & Wages	\$2,832	\$2,898	\$6,259	\$9,289
15	5002	Overtime/Wages	\$0	\$0	0	0
16	5010	Employee Benefits	\$866	\$869	\$1,735	\$2,880
17	5016	Prof Memberships	\$0	\$0	0	0
18	5031	Staff Development	\$0	\$0	0	0
19	5150	Messenger Service	\$0	\$0	\$0	\$0
20	5210	Transportation	\$0	\$0	0	0
21	5212	Lodging & Meals	\$0	\$0	0	0
22	5216	Business Meetings	\$0	\$0	\$0	\$0
23	5301	Conference Equipment Rental	\$0	\$0	0	0
24	5302	Meal Functions	\$0	\$0	0	0
25	5304	Speaker/Guest Expenses	\$0	\$0	0	0
26	5306	Awards	\$0	\$0	0	0
27	5350	Program Allocation	\$0	\$10,000	\$10,000	\$5,500
28	5402	Printing-O/S	\$0	\$0	0	0
29	5500	Supplies/Operating	\$0	\$0	\$0	\$0
30	5502	Ref Matls/Periodicals	\$0	\$0	0	0
31	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0
32	5523	Postage & E-Mail/O/S	\$0	\$0	0	0
33	5530	Depr/Furn & Equipment	\$12	\$10	0	0
34	5560	Organization Support/Contrib.	\$0	\$0	0	0
35	5599	Misc. Expense	\$177	\$119	\$505	\$548
36	5902	IUT-ITTS	\$0	\$0	\$0	\$0
37	5905	IUT-Telephone	\$0	\$0	\$0	\$0
38	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0
39	5910	IUT-Repro.	\$0	\$0	\$0	\$0
40						
41	TOTAL		\$3,887	\$13,896	\$18,499	\$18,217
42						
43	NET		(\$3,887)	(\$13,896)	(\$18,499)	(\$18,217)

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3403</b>		
4		<b>Project Name:</b>	<b>New Roles Changing Landscapes</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
8	4400	Donations/Honoraria	Donation		\$0
9	4490	Misc. Fees/Revenues	Misc. Revenue		\$0
10			<b>Total Revenues</b>		<b>\$0</b>
11	5000	Salaries & Wages	Salaries at % of ACRL total salaries listed in salary matrix		<b>\$9,289</b>
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		<b>\$2,880</b>
13	5150	Messenger Service	Messenger Services		\$0
14	5216	Business Meetings	Business meetings, registration fees		\$0
15	5350	Program Allocation	\$3,000 for potential goal-area activities in consultation with the chair of the New Roles and Changing Landscapes Committee, plus \$2,500 for ongoing costs for the online Leading Change course		\$5,500
16	5500	Supplies/Operating	Supplies		\$0
17	5522	Telephone & Fax/O/S	Reimbursed phone/fax		\$0
18	5599	Misc. Expense	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.		<b>\$548</b>
19	5902	IUT-ITTS	IUT-Data Processing		\$0
20	5905	IUT-Telephone	IUT-Telephone		\$0
21	5909	IUT-Dist. Center	IUT-Distribution		\$0
22	5910	IUT-Repro.	IUT-Reprographics		\$0
23			<b>Total Expenses</b>		<b>\$18,217</b>
24			<b>Net</b>		<b>-\$18,217</b>

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	2/11/2019							
3	PROJECT: 3501 Council of Liaisons								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	0	0	0
9									
10	TOTAL		\$0	\$0	\$0	\$0	\$0	\$0	\$0
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$10,308	\$11,066	\$15,632	\$13,635	\$13,475	\$15,856	\$14,862
14	5002	Overtime/Wages	\$0	\$0	\$0	\$0		0	0
15	5010	Employee Benefits	\$2,844	\$3,159	\$4,639	\$4,166	\$4,041	\$4,396	\$4,607
16	5016	Prof Memberships	\$9,665	\$11,364	\$13,344	\$9,983	\$8,850	\$14,053	\$12,647
17	5031	Staff Development	\$0	\$0	\$0	\$0	\$0	0	0
18	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19	5210	Transportation	\$378	\$0	\$428	\$109	\$0	0	0
20	5212	Lodging & Meals	\$583	\$0	\$0	\$0	\$0	0	0
21	5216	Business Meetings	\$0	\$0	\$0	\$125	\$0	\$2,500	\$0
22	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
23	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	0	0
24	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
25	5306	Awards	\$0	\$0	\$0	\$0	\$0	0	0
26	5350	Program Allocation	\$15,682	\$18,968	\$24,146	\$22,801	\$16,986	\$33,500	\$22,000
27	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	0	0
28	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
29	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	0	0
30	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
32	5530	Depr/Furn & Equipment	\$74	\$51	\$43	\$59	\$45	0	0
33	5560	Organization Support/Contrib.	\$0	\$0	\$0	\$0	\$0	0	0
34	5599	Misc. Expense	\$588	\$2,451	\$808	\$852	\$554	\$1,279	\$878
35	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5909	IUT-Dist. Center	\$19	\$0	\$0	\$0	\$0	\$0	\$0
38	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
39									
40	TOTAL		\$40,142	\$47,059	\$59,040	\$51,730	\$43,951	\$71,584	\$54,994
41									
42	NET		(\$40,142)	(\$47,059)	(\$59,040)	(\$51,730)	(\$43,951)	(\$71,584)	(\$54,994)

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research</b>		
3		<b>Project No.:</b>	<b>3501</b>		
4		<b>Project Name:</b>	<b>Council of Liaisons</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
8	4400	Donations/Honoraria	Donation		\$0
9	4490	Misc. Fees/Revenues	Misc. Revenue		-
10			<b>Total Revenues</b>		<b>\$0</b>
11	5000	Salaries & Wages	Salaries at % of ACRL total salaries listed in salary matrix		<b>\$14,862</b>
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		<b>4,607</b>
13	5016	Prof Memberships	Memberships: CNI (\$8,450), Freedom to Read (\$100), CHEMA (\$400); Project COUNTER (\$497). American Council of Learned Societies (\$1,200). National Humanities Alliance: \$2,000		12,647
14	5150	Messenger Service	Messenger Services		-
15	5216	Business Meetings	Business meetings, registration fees (charged to 5350)		-
16	5350	Program Allocation	\$30,000 to support strategic liaison relationships as needed and awarded by the Liaisons Coordinating Committee. \$30K available if needed; budgeted based on prior history.		22,000
17	5500	Supplies/Operating	Supplies		
18	5522	Telephone & Fax/O/S	Reimbursed phone/fax		-
19	5599	Misc. Expense	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.		<b>878</b>
20	5902	IUT-ITTS	IUT-Data Processing		-
21	5905	IUT-Telephone	IUT-Telephone		-
22	5909	IUT-Dist. Center	IUT-Distribution		-
23	5910	IUT-Repro.	IUT-Reprographics		-
24			<b>Total Expenses</b>		<b>\$54,994</b>
25			<b>Net</b>		<b>(\$54,994)</b>



	B	C	P	Q	R	S	T	U
1	ALA Budget Worksheet							
2	Scholarly Communications							
3	Project 3702							
4		2/11/2019	2014	2015	2016	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE							
7	4103	Sales/On-line	\$0	\$0	\$0	\$0	0	0
8	4200	Registration Fees	\$0	\$0	\$0	\$0	0	0
9	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	0	0
10	4430	Royalties-Non-Exempt	\$20,347	\$8,000	\$10,000	\$10,000	\$10,000	\$10,000
11								
12	TOTAL		\$20,347	\$8,000	\$10,000	\$10,000	\$10,000	\$10,000
13								
14	EXPENSES							
15	5000	Salaries & Wages	\$14,710	\$16,821	\$19,283	\$28,634	\$34,771	\$37,155
16	5001	Temp Employees-In-House	\$0	\$0	\$0	\$0	0	0
17	5010	Employee Benefits	\$4,060	\$4,802	\$5,722	\$8,589	\$9,640	\$11,518
18	5110	Professional Services	\$0	\$0	\$9,000	\$0	0	0
19	5122	Bank Service Fees	\$114	\$57	\$185	\$114	0	0
20	5150	Messenger Service	\$0	\$0	\$0	\$0	0	0
21	5151	Duplication/Outside	\$0	\$0	\$0	\$0	0	0
22	5210	Transportation	\$3,287	\$4,043	\$2,999	\$0	0	0
23	5212	Lodging & Meals	(\$574)	\$110	\$2,328	\$0	0	0
24	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	0	0
25	5302	Meal Functions	\$0	\$0	\$294	\$0	0	0
26	5304	Speaker/Guest Expenses	\$10,709	\$6,571	\$10,438	\$10,825	\$9,250	\$9,250
27	5305	Speaker/Guest Honorarium	\$9,750	\$4,500	\$3,438	\$7,500	\$7,500	\$7,500
28	5309	Audio/Visual Equip Rental & Lab	\$0	\$0	\$0	\$0	0	0
29	5350	Program Allocation	\$24,354	\$17,538	\$34,325	\$61,600	\$100,947	\$69,447
30	5402	Printing-O/S	\$0	\$0	\$0	\$0	0	0
31	5404	Design Service-O/S	\$0	\$0	\$0	\$0	0	0
32	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	0	0
33	5413	Mail List Rental	\$0	\$0	\$0	\$0	0	0
34	5414	Supplies/Production	\$0	\$0	\$0	\$0	0	0
35	5500	Supplies/Operating	\$0	\$0	\$15	\$0	0	0
36	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	0	0
37	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	0	0
38	5530	Depr/Furn & Equipment	\$106	\$77	\$53	\$96	0	0
39	5599	Misc. Expense	\$839	\$3,725	\$996	\$1,178	\$2,805	\$2,194
40	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0
41	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0
42	5909	IUT-Dist. Center	\$0	\$1	\$0	\$0	\$0	\$0
43	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0
44	5940	IUT-Registration Processing	\$0	\$0	\$0	\$0	0	0
45	5911	IUT-General Overhead	\$0	\$0	\$0	\$1,320	\$1,325	\$1,325
46								
47	TOTAL DIRECT EXPENSES		\$67,354	\$58,245	\$89,076	\$119,856	\$166,238	\$138,389
48								
49	NET		(\$47,007)	(\$50,245)	(\$79,076)	(\$109,856)	(\$156,238)	(\$128,389)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3702		
4		Project Name:	Scholarly Communications		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4430	Royalties-Non-Exempt	Road Show workshop license fee subsidized:( \$2,000 per host x 5 locations)		\$10,000.00
9			Total Revenues		\$10,000.00
10	5000	Salaries & Wages	Salaries @ % of ACRL salaries listed in salary matrix		\$37,155.00
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$11,518.00
12	5304	Speaker/Guest Expenses	Travel costs for S.C. road show <b>subsidized</b> 2 experienced speakers x 5 workshop locations = \$9250. Breakdown per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation		\$9,250.00

	B	C	D	E	F
13	5305	Speaker/Guest Honorarium	Honorarium for S. C. workshop, subsidized. Presenter honorarium @ \$750 x 2 presenters x 5 locations		\$7,500.00
14	5350	Program Allocation	<ul style="list-style-type: none"> <li>• \$3,000 scholarly communication activities TBD and travel;</li> <li>• \$30,000 for research grants competitively awarded (6-10 grants of \$3,000 - \$5,000 each);</li> <li>• \$3,750 to support travel by member leader &amp; contractor to present on reseach agenda at higher education and library conferences, above and beyond the ACRL Liaisons program. 1 trip x 2 people = 2 total @ \$1,875 each: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation);</li> <li>• \$14,000 for Library Copyright Alliance (\$14,000 shown in Govt. Relations Project 3704)</li> <li>• \$6,200 for SPARC dues;</li> <li>• \$5,000 for Open Access Working Group;</li> <li>• \$497 for COUNTER dues;</li> <li>• \$4,000 for OpenCon2010 2 sponsored scholarships;</li> <li>• \$3,000 for advocacy efforts to influence legislative and public policy.</li> </ul>		\$69,447.00
15	5599	Misc. Expense			\$2,194.00
16	5902	IUT-ITTS	Data processing		\$0.00
17	5905	IUT-Telephone	Phone		\$0.00
18	5909	IUT-Dist. Center	Distribution Center		\$0.00
19	5910	IUT-Repro.	Repro		\$0.00
20	5911	IUT-General Overhead	IUT 50% of ALA General overhead rate on revenue from licensed workshop fees.		\$1,325.00
21			<b>Total Expenses</b>		<b>\$138,389.00</b>
22			<b>Net</b>		<b>(\$128,389.00)</b>

	B	C	P	Q	R	S	T	U	V
1	ALA Budget Worksheet								
2	VAL Initiative								
3	Project 3703								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4101	Sales/Pamphlets	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	4102	Sales Audiovisual	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	4200	Registration Fees	\$0	\$0	\$0	\$0	\$0	0	0
10	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4421	Royalties-Exempt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	\$0	\$37,250	\$0
13									
14	TOTAL		\$0	\$0	\$0	\$0	\$0	\$37,250	\$0
15									
16	EXPENSES								
17	5000	Salaries & Wages	\$9,586	\$11,066	\$21,249	\$22,121	\$61,410	\$70,827	\$37,155
18	5002	Overtime/Wages		\$0	\$0	\$0	\$0	0	0
19	5010	Employee Benefits	\$2,645	\$3,159	\$6,305	\$6,759	\$18,421	\$19,637	\$11,518
20	5110	Professional Services	\$0	\$0	\$0	\$1,064	\$198	0	0
21	5122	Bank Service Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
24	5210	Transportation	\$0	\$199	\$502	\$2,823	\$0	\$0	\$0
25	5212	Lodging & Meals	\$0	\$95	\$429	\$2,301	\$0	\$0	\$0
26	5301	Conference Equipment Rental	(\$9,713)	\$0	\$0	\$0	\$0	0	0
27	5302	Meal Functions	\$0	\$0	\$0	\$4,890	\$0	0	0
28	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
29	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	\$0	\$0
30	5350	Program Allocation	\$0	\$0	\$0	\$68,341	\$34,598	\$78,250	\$46,250
31	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
34	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
35	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
36	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
37	5431	Webminars/Webcasts/Web CE E	\$0	\$0	\$0	\$0	\$0	0	0
38	5433	Order Processing/Fulfillment	\$0	\$0	\$0	\$0	\$0	0	0
39	5430	Web Operating Expenses	\$0	\$0	\$0	\$0	\$0	0	0
40	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42	5530	Depr/Furn & Equipment	\$69	\$51	\$59	\$96	\$206	0	0
43	5599	Misc. Expense	\$547	\$2,451	\$1,098	\$1,382	\$2,526	\$5,714	\$2,194
44	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	0	0
45	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
46	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$709	\$0	\$0
48	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
49	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
50									
51	TOTAL DIRECT EXPENSES		\$3,134	\$17,021	\$29,642	\$109,776	\$118,069	\$174,428	\$97,117
52									
53	NET		(\$3,134)	(\$17,021)	(\$29,642)	(\$109,776)	(\$118,069)	(\$137,178)	(\$97,117)

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research</b>		
3		<b>Project No.:</b>	<b>3703</b>		
4		<b>Project Name:</b>	<b>VAL Initiative</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
8	4101	Sales/Pamphlets			\$0
9	4102	Sales Audiovisual			\$0
10	4400	Donations/Honoraria			\$0
11	4421	Royalties-Exempt			\$0
12	4429	Overhd-exempt Rev./Division			
13	4490	Misc. Fees/Revenues			-
14			<b>Total Revenues</b>		<b>-</b>
15	5000	Salaries & Wages	Salaries @ % of ACRL salaries in salary matrix		<b>\$37,155</b>
16	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		<b>11,518</b>
17	5122	Bank Service Fees	Bank fees		
18	5150	Messenger Service	Messenger service		
19	5210	Transportation			-
20	5212	Lodging & Meals			-
21	5300	Facilities Rent			-
22	5304	Speaker/Guest Expenses			-
23	5305	Speaker/Guest Honorarium			-
24	5350	Program Allocation	\$3,000 for potential VAL activities in consultation with the chair of the VAL committee); \$30,000 for grants to practitioner-scholars to carry out research on key questions identified by the June 2017 action-oriented research agenda. Competitively awarded (10 grants of \$3,000 each); \$11,250 support for academic librarians to present at higher education conferences about VAL related topics, above and beyond the ACRL Liaisons program. Competitively awarded (6 people @ \$1,875 each: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); \$2000 For maintenance of literature analysis dashboard created by OCLC Research.		46,250
25	5402	Printing-O/S			-
26	5404	Design Service-O/S			
27	5500	Supplies/Operating			
28	5522	Telephone & Fax/O/S			-
29	5523	Postage & E-Mail/O/S			
30	5599	Misc. Expense	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.		<b>2,194</b>
31	5905	IUT-Telephone			-
32	5909	IUT-Dist. Center			-
33	5910	IUT-Repro.			-
34			<b>Total Expenses</b>		<b>\$97,117</b>
35			<b>Net</b>		<b>(\$97,117)</b>

	B	C	M	N	O	P	Q	R	S
1	ALA Budget Worksheet								
2	Government Relations								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4102	Sales Audiovisual	\$0	\$0	\$0	\$0	\$0	0	0
8	4200	Registration Fees	\$0	\$0	\$0	\$0	\$0	0	0
9	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
10									
11	TOTAL		\$0	\$0	\$0	\$0	\$0	\$0	\$0
12									
13	EXPENSES								
14	5000	Salaries & Wages	\$7,678	\$8,853	\$9,361	\$13,690	\$19,899	\$24,340	\$21,674
15	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
16	5010	Employee Benefits	\$2,119	\$2,528	\$2,778	\$4,184	\$5,969	\$6,748	\$6,719
17	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
18	5122	Bank Service Fees	\$0	\$0	\$0	\$0	\$0	0	0
19	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	0	0
20	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
21	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
22	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
23	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
24	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
25	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
26	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
27	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
28	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
29	5350	Program Allocation	\$10,000	\$12,900	\$10,490	\$17,671	\$29,915	\$36,000	\$23,000
30	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	0	0
31	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
32	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
33	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
34	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
35	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
36	5431	Webinars/Webcasts/Web CE B	\$0	\$0	\$0	\$0	\$0	0	0
37	5433	Order Processing/Fulfillment	\$0	\$0	\$0	\$0	\$0	0	0
38	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	0	0
39	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
40	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
41	5530	Depr/Furn & Equipment	\$55	\$40	\$26	\$59	\$67	0	0
42	5599	Misc. Expense	\$438	\$1,961	\$484	\$855	\$818	\$1,964	\$1,280
43	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
46	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
48	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
49									
50	TOTAL DIRECT EXPENSES		\$20,290	\$26,282	\$23,139	\$36,459	\$56,668	\$69,052	\$52,673
51									
52	NET		(\$20,290)	(\$26,282)	(\$23,139)	(\$36,459)	(\$56,668)	(\$69,052)	(\$52,673)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3704		
4		Project Name:	Government Relations		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8					\$0
9			Total Revenues		\$0
10	5000	Salaries & Wages	Salaries @ % of ACRL salaries in salary matrix		\$21,674
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		6,719
12	5302	Meal Functions			-
13	5350	Program Allocation	\$14,000 for Library Copyright Alliance (\$14K shown in SC project 3702); \$3,000 for general travel to support legislative and policy advocacy; \$6,000 for travel by ACRL officers (or other leaders) to attend ALA Legislative Day in Washington, D.C).		23,000
14	5599	Misc. Expense	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.		1,280
15	5902	IUT-ITTS	Data Processing		-
16	5905	IUT-Telephone	Phone		-
17	5909	IUT-Dist. Center	Distribution Center		-
18	5910	IUT-Repro.	Repro		-
19					
20			Total Expenses		\$52,673
21			Net		(\$52,673)

	B	C	Q	R	S	T	U	V	W
1	ALA Budget Worksheet								
2	Student Learning								
3	3711								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4200	Registration Fees	\$0	\$0	\$5,930	\$0	\$0	\$0	\$0
8	4429	Overhd-exempt Rev./Division	\$0	\$0	\$12,926	\$0	\$0	\$0	\$0
9	4400	Donations/Honoraria	\$0	\$0	\$500	\$0	\$0	0	0
10	4430	Royalties-Non-Exempt	\$0	\$0	\$135	\$0	\$0	\$0	\$0
11									
12	TOTAL		\$0	\$0	\$19,491	\$0	\$0	\$0	\$0
13									
14	EXPENSES								
15	5000	Salaries & Wages	\$15,996	\$10,181	\$9,922	\$4,249	\$3,015	\$3,199	\$3,716
16	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
17	5010	Employee Benefits	\$4,414	\$2,907	\$2,944	\$1,301	\$904	\$887	\$1,152
18	5110	Professional Services	\$0	\$23,345	\$34,850	\$1,366	\$0	\$0	\$0
19	5122	Bank Service Fees	\$0	\$0	\$14	\$0	\$0	0	0
20	5150	Messenger Service	\$0	\$0	\$168	\$12	\$0	0	0
21	5210	Transportation	\$6,190	\$780	\$1,266	\$1,522	\$0	0	0
22	5212	Lodging & Meals	\$146	\$0	\$3,437	\$435	\$0	0	0
23	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
24	5300	Facilities Rent	\$0	\$0	\$3,600	\$0	\$0	0	0
25	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
26	5302	Meal Functions	\$0	\$0	\$6,135	\$0	\$0	0	0
27	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
28	5305	Speaker/Guest Honorarium	\$0	\$0	\$1,000	\$5,250	\$0	0	0
29	5306	Awards	\$0	\$0	\$0	\$0	\$0	0	0
30	5309	Audio/Visual Equip Rental & Lab	\$0	\$0	\$518	\$0	\$0	0	0
31	5350	Program Allocation	\$15,874	\$5,330	\$7,455	\$33,542	\$26,500	\$10,000	\$2,500
32	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	0	0
33	5402	Printing-O/S	\$0	\$242	\$701	\$23	\$0	\$2,700	\$0
34	5430	Web Operating Expenses	\$0	\$0	\$14,088	\$2,970	\$6,780	\$10,500	\$7,920
35	5500	Supplies/Operating	\$0	\$0	\$15	\$119	\$0	\$600	\$0
36	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5530	Depr/Furn & Equipment	\$115	\$47	\$28	\$18	\$10	0	0
39	5560	Organization Support/Contrib.	\$0	\$0	\$0	\$0	\$0	0	0
40	5599	Misc. Expense	\$913	\$2,255	\$513	\$265	\$124	\$258	\$219
41	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5909	IUT-Dist. Center	\$0	\$3	\$1	\$0	\$0	\$0	\$0
44	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5911	IUT-General Overhead	\$0	\$0	\$1,571	\$0	\$0	\$0	\$0
46	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
47									
48	TOTAL		\$43,648	\$45,090	\$88,224	\$51,071	\$37,333	\$28,144	\$15,507
49									
50	NET		(\$43,648)	(\$45,090)	(\$68,733)	(\$51,071)	(\$37,333)	(\$28,144)	(\$15,507)



	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3711		
4		Project Name:	Student Learning		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees			\$0
9	4429	Overhd-exempt Rev./Division			\$0
10	4430	Royalties-Non-Exempt			
11			Total Revenues		\$0
12	5000	Salaries & Wages	Salaries: % of ACRL total salaries		\$3,716
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$1,152
14	5110	Professional Services			
15	5350	Program Allocation	Program allocation, \$2,500 is budgeted for potential SLILC work in consultation with the committee;		\$2,500
16	5402	Printing-O/S			
17	5430	Web Operating Expenses	Maintenance and support of the Framework for Information Literacy Sandbox (Amazon web services hosting, maintenance, and support and additional development [4 hours per month billed monthly @ \$660 per month: \$7,920])		\$7,920
18	5500	Supplies/Operating	Supplies		
19	5522	Telephone & Fax/O/S	Telephone/Fax		\$0
20	5523	Postage & E-Mail/O/S	Postage		\$0
21	5599	Misc. Expense	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.		\$219
22	5902	IUT-ITTS	IUT- Data processing		\$0
23	5905	IUT-Telephone	IUT-Telephone		\$0
24	5909	IUT-Dist. Center	IUT - Distribution		\$0
25	5910	IUT-Repro.	IUT- Reprographics		\$0
26	5911	IUT-General Overhead	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)		\$0
27			Total Expenses		\$15,507
28			Net		(\$15,507)

	B	C	D	E	F
1	ALA BUDGET WORKSHEET				
2	ACRL	2/11/2019			
3	PROJECT: 3712 Project Outcome				
4			2018	2019	2020
5			ACTUAL	Budget	BUDGET
6					
7	4400	Donations/Honoraria	0	\$0	\$0
8	4429	Overhd-exempt Rev./Division	0	\$37,250	\$0
9	4490	Misc. Fees/Revenues	0	\$0	\$0
10					
11	<b>TOTAL</b>		<b>\$0</b>	<b>\$37,250</b>	<b>\$0</b>
12					
13	EXPENSES				
14	5000	Salaries & Wages	\$26,357	\$23,362	\$58,829
15	5002	Overtime/Wages	\$0	\$0	0
16	5010	Employee Benefits	\$7,907	\$7,033	\$18,237
17	5016	Prof Memberships	\$0	\$0	0
18	5110	Professional Services	\$0	\$116,000	\$20,000
19	5031	Staff Development	\$0	\$0	0
20	5150	Messenger Service	\$0	\$0	\$0
21	5210	Transportation	\$0	\$0	\$0
22	5212	Lodging & Meals	\$0	\$0	\$0
23	5216	Business Meetings	\$0	\$0	0
24	5301	Conference Equipment Rental	\$0	\$0	0
25	5302	Meal Functions	\$0	\$0	0
26	5304	Speaker/Guest Expenses	\$0	\$0	\$0
27	5306	Awards	\$0	\$0	(\$13,000)
28	5350	Program Allocation	\$14,254	\$39,000	\$42,500
29	5402	Printing-O/S	\$0	\$0	\$0
30	5430	Web Operating Expenses	\$0	\$12,500	\$76,600
31	5500	Supplies/Operating	\$0	\$0	\$0
32	5502	Ref Matls/Periodicals	\$0	\$0	0
33	5522	Telephone & Fax/O/S	\$0	\$0	\$0
34	5523	Postage & E-Mail/O/S	\$0	\$0	\$0
35	5530	Depr/Furn & Equipment	\$88	\$0	0
36	5560	Organization Support/Contrib.	\$0	\$0	0
37	5599	Misc. Expense	\$1,084	\$2,154	\$3,474
38	5902	IUT-ITTS	\$0	\$0	0
39	5905	IUT-Telephone	\$0	\$0	\$0
40	5909	IUT-Dist. Center	\$0	\$0	\$0
41	5910	IUT-Repro.	\$0	\$0	\$0
42					
43	<b>TOTAL</b>		<b>\$49,690</b>	<b>\$200,049</b>	<b>\$206,640</b>
44					
45	<b>NET</b>		<b>(\$49,690)</b>	<b>(\$162,799)</b>	<b>(\$206,640)</b>

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3712		
4		Project Name:	Project Outcome		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4101	Sales/Pamphlets			\$0
9	4102	Sales Audiovisual			\$0
10	4400	Donations/Honoraria			\$0
11	4421	Royalties-Exempt			\$0
12	4429	Overhd-exempt Rev./Division			\$0
13	4490	Misc. Fees/Revenues			-
14			Total Revenues		-
15	5000	Salaries & Wages	Salaries @ % of ACRL salaries in salary matrix		\$58,829
16	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		18,237
17	5110	Professional Services	Staff time for PLA staff to provide ongoing support as needed. PLA will bill monthly for hours.		20,000
18	5122	Bank Service Fees	Bank fees		
19	5150	Messenger Service	Messenger service		
20	5210	Transportation			-
21	5212	Lodging & Meals			-
22	5300	Facilities Rent			-
23	5304	Speaker/Guest Expenses			-
24	5305	Speaker/Guest Honorarium			-
25	5306	Awards	Transfer from Restricted Friends Fund		(13,000)
26	5350	Program Allocation	Costs related to conference presentations and workshops to promote the new toolkit (15 presentations at \$1500 each for airfare, registration, lodging, and meals) and 10 workshops (estimated at \$2000 each for travel costs plus workshop materials).		42,500
27	5402	Printing-O/S			-
28	5404	Design Service-O/S			
29	5430	Web Operating Expenses	ACRL Project Outcome web maintenance costs. Includes \$100/month for Amazon Web Services and \$200/month for LarkIT. Community Attributes is paid monthly for maintenance based on hours provided (estimated at \$4000/month), plus annual fee of \$5000 for mapping platform and an estimated \$20,000 for site improvements and new features.		76,600
30	5500	Supplies/Operating			
31	5522	Telephone & Fax/O/S			-
32	5523	Postage & E-Mail/O/S			
33	5599	Misc. Expense	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.		3,474
34	5905	IUT-Telephone			-
35	5909	IUT-Dist. Center			-
36	5910	IUT-Repro.			-
37			Total Expenses		\$206,640
38			Net		(\$206,640)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	RBMS Conference								
3	3800								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	0	0
8	4200	Registration Fees	\$121,593	\$158,424	\$121,680	\$140,355	\$162,947	\$130,221	\$137,009
9	4400	Donations/Honoraria	\$55,800	\$62,700	\$68,300	\$79,600	\$91,650	\$70,000	\$65,000
10	4429	Overhd-exempt Rev./Division	\$3,025	\$10,446	\$13,194	\$10,106	\$2,825	\$2,000	\$5,600
11	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	\$0	0	0
12									
13	TOTAL		\$180,418	\$231,570	\$203,174	\$230,061	\$257,422	\$202,221	\$207,609
14									
15	EXPENSES								
16	5000	Salaries & Wages	\$30,262	\$28,772	\$34,635	\$30,684	\$40,292	\$46,471	\$41,381
17	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
18	5010	Employee Benefits	\$8,350	\$8,214	\$10,277	\$9,378	\$12,087	\$12,884	\$12,828
19	5110	Professional Services	\$201	\$0	\$0	\$0	\$0	\$0	\$0
20	5122	Bank Service Fees	\$3,720	\$5,307	\$4,699	\$3,088	\$5,459	\$3,500	\$5,500
21	5150	Messenger Service	\$0	\$1,228	\$903	\$420	\$618	\$750	\$750
22	5151	Duplication/Outside	\$1,144	\$0	\$0	\$0	\$0	0	0
23	5210	Transportation	\$1,312	\$3,360	\$2,330	\$2,667	\$2,081	\$2,600	\$2,800
24	5212	Lodging & Meals	\$3,298	\$1,596	\$1,062	\$1,346	\$1,017	\$2,200	\$5,950
25	5214	Entertainment	\$5,304	\$7,223	\$390	\$0	\$3,352	\$2,000	\$2,750
26	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
27	5300	Facilities Rent	\$0	\$5,550	\$563	\$3,812	\$1,674	\$0	\$6,500
28	5301	Conference Equipment Rent	\$18,076	\$20,586	\$16,729	\$13,478	\$23,389	\$29,699	\$20,500
29	5302	Meal Functions	\$60,400	\$54,776	\$55,987	\$39,771	\$78,916	\$46,375	\$52,050
30	5304	Speaker/Guest Expenses	\$3,469	\$2,200	\$5,161	\$3,288	\$4,524	\$5,600	\$5,000
31	5305	Speaker/Guest Honorarium	\$1,950	\$825	\$0	\$1,200	\$1,800	\$3,000	\$2,000
32	5306	Awards	\$0	\$0	\$0	\$0	\$0	(\$3,575)	(\$7,550)
33	5308	Special Transportation	\$2,147	\$6,909	\$8,533	\$6,634	\$3,066	\$6,000	\$0
34	5350	Program Allocation	\$0	\$0	\$0	\$0	\$0	0	0
35	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	0	0
36	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	0	0
37	5402	Printing-O/S	\$3,221	\$3,649	\$3,686	\$4,721	\$2,826	\$3,800	\$3,000
38	5404	Design Service-O/S	\$0	\$45	\$51	\$0	\$0	0	0
39	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	0	0
40	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	0	0
41	5500	Supplies/Operating	\$4,394	\$3,357	\$3,146	\$6,407	\$5,390	\$2,500	\$950
42	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
43	5523	Postage & E-Mail/O/S	\$552	\$615	\$307	\$686	\$716	\$805	\$805
44	5530	Depr/Furn & Equipment	\$217	\$132	\$96	\$133	\$135	0	0
45	5543	Bad Debt Expense	\$100	\$0	\$100	\$100	\$100	\$250	\$100
46	5599	Misc. Expense	\$1,727	\$6,372	\$1,790	\$1,917	\$1,657	\$3,749	\$2,443
47	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
48	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
49	5909	IUT-Dist. Center	\$61	\$36	\$25	\$49	\$68	\$75	\$75
50	5910	IUT-Repro.	\$86	\$64	\$0	\$246	\$55	\$100	\$100
51	5940	IUT-Registration Processing	\$3,067	\$4,352	\$3,490	\$3,465	\$1,586	\$3,750	\$3,750
52	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0
53	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
54	5911	IUT-General Overhead	\$29,426	\$40,240	\$31,515	\$37,054	\$43,018	\$34,509	\$36,307
55									
56	TOTAL DIRECT EXPENSES		\$182,483	\$205,406	\$185,476	\$170,544	\$233,825	\$207,042	\$197,989
57									
58	NET		(\$2,065)	\$26,164	\$17,698	\$59,517	\$23,597	(\$4,821)	\$9,620

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3800		
4		Project Name:	RBMS Conference		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees	Registration Fees: RBMS Conference: 300 members @ \$295; 115 non-members @ \$340; 25 students @ \$140; 12 one-day registrations @ \$160; 20 late fees @ \$50 = \$1,000; Workshop revenue from 3 workshops with 20 ea @ \$170; ALL budgeted @ 95%. ); Minimum Number of Paid Registrants 95% = 418 (budget based on 440 total, \$145,850 rev and 437 paid registrants is average total attendance in last 4 years)		137,009
9	4400	Donations/Honoraria	\$24,000 for Booksellers Showcase Donations (40 booths, at \$600), plus \$41,000 in additional donations (History for past 4 years total is 79K, 68K, 62K, 91K respectively)		65,000
10	4429	Overhd-exempt Rev./Division	Income for 2000 Tours and 3600 Dorms (offset by expense lines below tours 5214, dorms 5212)		5,600
11			<b>Total Revenues</b>		<b>207,609</b>
12	5000	Salaries & Wages	Salaries at % of ACRL total; based on 2015 activity		41,381
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		12,828
14	5110	Professional Services	Professional Services		-
15	5122	Bank Service Fees	Bank fees & Credit Card Fees from Registration Processing based on 18 actual		5,500
16	5150	Messenger Service	Messenger Service / FedEx (based on 17 Iowa actuals)		750
17	5210	Transportation	4 Person site-visit for 2021 conference (RBMS chair-elect, Conf chairs (2), Staff) Flights @ \$500 ea. Vicinity travel for Site Visit, \$200, 1 Staff Flight for Onsite from Chicago to TBD @ \$500, Vicinity travel for staff onsite \$100		2,800
18	5212	Lodging & Meals	2021 Site Visit 4 people x 2 nights lodging comp + 4 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, Dorm reservations @ 3600		5,950
19	5214	Entertainment	2000 Tour Expenses (offset by 4429) + Reception Music 750		2,750

	B	C	D	E	F
20	5300	Facilities Rent	Indiana Memorial Union Meeting Space at \$11,420 (10,000 paid for directly by IU Bicentennial fund) + 1000 for space needs tbd + 3000 for reception space tbd		6,500
21	5301	Conference Equipment Rental	Includes complimentary wifi in meeting space, Equipment and Labor for Workshops, Plenary and Breakouts \$20,000 and \$500 for editing of session recordings.		20,500
22	5302	Meal Functions	3 workshops Tues at \$850, Mixer at \$5500, Tues night = Restaurant Night, Wed Welcome Coffee @ \$6000, Wed Scholarship Lunch at \$4000, Wed Showcase Reception at \$17,500, Thursday AM Break in Showcase \$6000, Thurs PM break in Showcase \$5000 Fri, Thursday Evening Reception gratis Indiana University Libraries, \$20,000 value. Friday AM Break \$5500		52,050
23	5304	Speaker/Guest Expenses	Speaker Reimbursement 2 Plenary Sessions: 4 speakers x \$750 ea + Workshops (200/person x10)		5,000
24	5305	Speaker/Guest Honorarium	Speaker Honorarium Plenary 4 @ 500 ea.		2,000
25	5306	Awards	Scholarship Registration fees contra expense (16 students @ \$140 ea + 18 Full @ \$295)		(7,550)
26	5308	Special Transportation	Not Applicable		
27	5402	Printing-O/S	Printing: Vade mecum design and printing \$2,700, Workshops \$300		3,000
28	5500	Supplies/Operating	Supplies/Operating - Ribbons @ \$150, Binders for Workshops @\$100, Three Scooters @ \$200 ea, WordPress Theme for site @\$100		950
29	5523	Postage & E-Mail/O/S	Postage/e-mail, first class mailing = 2,300 pieces @ \$.35 postcard rate		805
30	5543	Bad Debt Expense	Bad debt based on FY18 actuals	-	100
31	5599	Misc. Expense	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.		\$2,443
32	5902	IUT-ITTS	IUT Data Processing		-
33	5905	IUT-Telephone	IUT Telephone		-
34	5909	IUT-Dist. Center	IUT Distribution		75
35	5910	IUT-Repro.	IUT Reprographics		100
36	5940	IUT-Registration Processing	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		3,750
37	5942	IUT-Advertising	IUT Advertising		-
38	5911	IUT-General Overhead	IUT General overhead		36,307
39			<b>Total Expenses</b>		<b>197,989</b>
40			<b>Net</b>		<b>9,620</b>



	B	C	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET							
2	Project: 3801							
3	ACRL National Conference 15/19							
4			2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE							
7	4100	Sales/Books	\$0	\$0	\$0	\$0	0	0
8	4140	Advertising/Gross	\$89,875	\$0	\$0	\$0	\$70,000	\$0
9	4611	Comm/Sales Rep	\$0	\$0	\$0	\$0	\$0	\$0
10	4612	Comm/Adv. Agency	(\$95,639)	\$0	\$0	(\$23,000)	(\$97,912)	\$0
11	4200	Registration Fees	\$1,444,659	\$0	\$0	(\$390)	\$1,328,834	\$0
12	4210	Exhibit Space Rentals	\$963,552	\$0	\$0	\$0	\$900,000	\$0
13	4400	Donations/Honoraria	\$257,650	\$0	\$0	\$0	\$300,000	\$0
14	4421	Royalties-Exempt	\$0	\$0	\$0	\$0	0	0
15	4429	Overhd-exempt Rev./Division	\$10,850	\$0	\$0	\$60,025	0	0
16	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	0	0
17								
18	TOTAL		\$2,670,947	\$0	\$0	\$36,635	\$2,500,922	\$0
19								
20	EXPENSES							
21	5000	Salaries & Wages	\$135,009	\$19,377	\$28,011	\$73,560	\$194,623	\$18,578
22	5001	Temp Employees-In-House	\$0	\$0	\$0	\$0	0	0
23	5002	Overtime/Wages	\$0	\$0	\$0	\$0	0	0
24	5009	Accrued Vacation	\$0	\$0	\$0	\$0	0	0
25	5010	Employee Benefits	\$38,545	\$5,750	\$8,559	\$22,066	\$58,592	\$5,759
26	5100	Temp Employee/Outside	\$0	\$0	\$0	\$0	\$2,500	\$0
27	5110	Professional Services	\$63,480	\$0	\$0	\$29,845	\$99,200	\$0
28	5122	Bank Service Fees	\$56,642	\$0	\$0	\$4,873	\$56,000	\$0
29	5150	Messenger Service	\$1,615	\$0	\$0	\$0	\$1,500	\$0
30	5151	Duplication/Outside	\$0	\$0	\$0	\$0	0	0
31	5210	Transportation	\$14,896	\$1,745	\$0	\$920	\$14,000	\$3,000
32	5212	Lodging & Meals	\$14,536	\$280	\$0	\$96	\$7,475	\$1,500
33	5214	Entertainment	\$11,200	\$0	\$0	\$1,530	\$15,000	\$0
34	5216	Business Meetings	\$0	\$0	\$0	\$0	0	0
35	5300	Facilities Rent	\$35,275	\$0	\$0	\$8,400	\$30,200	\$0
36	5301	Conference Equipment Rent	\$294,619	\$0	\$0	\$0	\$445,000	\$0
37	5302	Meal Functions	\$286,804	\$0	\$0	\$0	\$375,000	\$0
38	5303	Exhibits	\$59,856	\$0	\$0	\$0	\$85,000	\$0
39	5304	Speaker/Guest Expenses	\$8,027	\$0	\$0	\$0	\$10,000	\$0
40	5305	Speaker/Guest Honorarium	\$37,794	\$0	\$0	\$32,500	\$41,000	\$0
41	5306	Awards	\$250	\$0	\$0	\$0	(\$60,025)	\$0
42	5307	Security Services	\$19,987	\$0	\$0	\$0	\$22,500	\$0
43	5308	Special Transportation	\$13,868	\$0	\$0	\$0	\$25,000	\$0
44	5350	Program Allocation	\$300	\$0	\$0	\$0	0	0
45	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	0	0
46	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	0	0
47	5402	Printing-O/S	\$45,196	(\$2)	\$0	\$376	\$51,300	\$0
48	5403	Binding-O/S	\$0	\$0	\$0	\$0	0	0
49	5404	Design Service-O/S	\$13,176	\$0	\$14,850	\$3,388	\$18,300	\$0
50	5410	Mail Service-O/S	\$2,152	\$0	\$0	\$0	\$2,500	\$0

	B	C	R	S	T	U	V	W
51	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0
52	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0
53	5415	Pre-Press/Photo Services	\$13,300	\$0	\$0	\$10,225	\$21,500	\$0
54	5420	Copyright Fees	\$929	\$0	\$0	\$1,095	\$750	\$0
55	5430	Web Operating Expenses	\$0	\$0	\$0	\$0	0	0
56	5031	Staff Development	\$0	\$0	\$0	\$0	0	0
57	5500	Supplies/Operating	\$30,779	\$0	\$1,487	\$3,936	\$33,550	\$0
58	5501	Equipment/Software-Minor	\$0	\$0	\$0	\$0	0	0
59	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	\$0
60	5510	Insurance	\$6,456	\$0	\$0	\$6,059	\$0	\$0
61	5522	Telephone & Fax/O/S	\$2,750	\$0	\$0	\$0	\$500	\$0
62	5523	Postage & E-Mail/O/S	\$20,962	\$0	\$0	\$0	\$30,000	\$0
63	5525	Utilities	\$19,818	\$0	\$0	\$0	\$30,000	\$0
64	5530	Depr/Furn & Equipment	\$617	\$54	\$121	\$246	\$0	\$0
65	5540	Royalty Expense	\$0	\$0	\$0	\$0	0	0
66	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	0	0
67	5550	Promotion	\$0	\$0	\$0	\$0	0	0
68	5599	Misc. Expense	\$29,900	\$1,001	\$1,750	\$3,026	\$17,229	\$1,097
69	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0
70	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0
71	5906	IUT-Order Billing	\$0	\$0	\$0	\$0	0	0
72	5909	IUT-Dist. Center	\$182	\$0	\$0	\$10	\$100	\$0
73	5910	IUT-Repro.	\$1,538	\$0	\$0	\$217	\$1,000	\$0
74	5942	IUT-Advertising	\$0	\$0	\$0	\$0	0	0
75	5999	IUT-Misc.	\$0	\$0	\$0	\$0	0	0
76	5911	IUT-General Overhead	\$610,221	\$0	\$0	(\$6,072)	\$583,244	\$0
77	5600	Taxes/Income	\$1,200	\$0	(\$1,200)	\$0	\$1,400	\$0
78								
79	TOTAL EXPENSES		\$1,891,879	\$28,205	\$53,579	\$196,295	\$2,213,938	\$29,934
80								
81	NET		\$779,067	(\$28,205)	(\$53,579)	(\$159,660)	\$286,984	(\$29,934)



	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3801		
4		Project Name:	ACRL 2023 Conference		PITTSBURGH
5			ACRL 2023 Conference Pittsburgh		
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4140	Advertising/Gross			-
9	4611	Comm/Sales Rep	No Housing Commissions in Cleveland hotel Contracts		
10	4612	Comm/Adv. Agency			-
11	4200	Registration Fees			-
12	4210	Exhibit Space Rentals			-
13	4400	Donations/Honoraria			-
14			Total revenues		-

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3801		
4		Project Name:	ACRL 2023 Conference		PITTSBURGH
5			ACRL 2023 Conference Pittsburgh		
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
15	5000	Salaries & Wages	Salaries 23 Hotel contracts, license agreement		18,578
16	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		5,759
17	5100	Temp Employee/Outside			
18	5110	Professional Services			
19	5122	Bank Service Fees			
20	5150	Messenger Service			
21	5210	Transportation	2023 site visits as necessary		3,000
22	5212	Lodging & Meals	2023 site visits as necessary		1,500
23	5214	Entertainment			
24	5300	Facilities Rent			
25	5301	Conference Equipment Rental			
26	5302	Meal Functions			
27	5303	Exhibits			
28	5304	Speaker/Guest Expenses			
29	5305	Speaker/Guest Honorarium			
30	5306	Awards			
31	5307	Security Services			
32	5308	Special Transportation			
33	5402	Printing-O/S			
34	5404	Design Service-O/S			
35	5410	Mail Service-O/S			
36	5411	Advertising/Space			-
37	5413	Mail List Rental			-
38	5415	Pre-Press/Photo Services			
39	5420	Copyright Fees			
40	5500	Supplies/Operating			
41	5502	Ref Matls/Periodicals			-
42	5510	Insurance			-
43	5522	Telephone & Fax/O/S			
44	5523	Postage & E-Mail/O/S			
45	5525	Utilities			
46	5530	Depr/Furn & Equipment			-
47	5599	Misc. Expense	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.		1,097
48	5902	IUT-ITTS			
49	5905	IUT-Telephone			
50	5909	IUT-Dist. Center			
51	5910	IUT-Repro.			
52	5911	IUT-General Overhead	IUT General overhead		-
53	5600	Taxes/Income	Unrelated business taxes @ 2% of ad revenue		-
54			Total Expenses		29,934
55			Net		(29,934)

	B	C	K	L	M	N	O	P	Q
1	ALA Budget Worksheet								
2	ACRL 2021 Conference								
3	3808								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	VENUE								
7	4140	Advertising/Gross	\$0	\$0	\$0	\$80,320	\$0	\$0	\$0
8	4200	Registration Fees	\$0	\$0	\$0	\$1,432,100	\$0	\$0	\$0
9	4210	Exhibit Space Rentals	\$0	\$0	\$0	\$957,420	\$0	\$0	\$0
10	4611	Comm/Sales Rep	\$0	\$0	\$0	\$98,365	\$0	\$0	\$0
11	4612	Comm/Adv. Agency	\$0	\$0	(\$23,000)	-\$91,135	\$0	\$0	(\$24,000)
12	4400	Donations/Honoraria	\$0	\$0	\$0	\$335,300	\$0	\$0	\$0
13	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$2,925	\$0	\$0	\$0
14	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	\$0	0	0
15									
16	TOTAL		\$0	\$0	(\$23,000)	\$2,815,296	\$0	\$0	(\$24,000)
17									
18	ENSES								
19	5000	Salaries & Wages	\$18,475	8853	\$55,509	\$139,553	\$28,942	\$111,268	\$89,173
20	5002	Overtime/Wages		\$0	\$0	\$0	\$0	\$0	\$0
21	5010	Employee Benefits	\$5,097	\$2,528	\$16,471	\$42,644	\$8,682	\$30,849	\$27,644
22	5100	Temp Employee/Outside	\$0	\$0	\$0	\$1,719	\$0	\$0	\$0
23	5110	Professional Services	\$0	\$0	\$11,425	\$84,377	\$75	0	\$15,000
24	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
25	5122	Bank Service Fees	\$0	\$3,583	\$8,584	\$53,285	\$1,893	\$0	\$6,500
26	5150	Messenger Service	\$13	\$13	\$16	\$1,257	\$0	\$0	\$0
27	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
28	5210	Transportation	\$1,178	\$0	\$60	\$12,160	\$613	\$0	\$1,725
29	5212	Lodging & Meals	\$98	\$0	\$57	\$4,279	\$287	\$0	\$300
30	5214	Entertainment	\$0	\$0	\$0	\$6,636	\$0	\$0	\$0
31	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
32	5300	Facilities Rent	\$0	\$1,000	\$22,047	\$48,185	\$0	\$0	\$44,500
33	5301	Conference Equipment Rent	\$5,760	\$0	\$0	\$353,826	\$0	\$0	\$0
34	5302	Meal Functions	\$0	\$0	\$1,000	\$360,046	\$0	\$0	\$1,000
35	5303	Exhibits	\$0	\$0	\$0	\$86,553	\$0	\$0	\$0
36	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$8,110	\$0	\$0	\$0
37	5305	Speaker/Guest Honorarium	\$0	\$0	\$15,500	\$43,000	\$0	\$0	\$30,000
38	5306	Awards	0	0	0	0	\$0	0	\$0
39	5307	Security Services	\$0	\$0	\$0	\$17,991	\$0	\$0	\$0
40	5308	Special Transportation	\$0	\$0	\$0	\$25,866	\$0	\$0	\$0
41	5350	Program Allocation	\$0	\$0	\$0	\$0	\$0	0	0
42	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5402	Printing-O/S	\$0	\$0	\$395	\$32,681	\$0	\$0	\$9,000
44	5404	Design Service-O/S	\$0	\$0	\$41,207	\$17,334	\$0	\$15,000	\$15,000
45	5410	Mail Service-O/S	\$0	\$0	\$0	\$2,096	\$0	\$0	\$800
46	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
48	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$26,066	\$0	\$0	\$11,000
49	5420	Copyright Fees	\$0	\$0	\$778	\$744	\$22	\$0	\$1,200

	B	C	K	L	M	N	O	P	Q
1	ALA Budget Worksheet								
2	ACRL 2021 Conference								
3	3808								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
50	5500	Supplies/Operating	\$0	\$0	\$4,590	\$25,981	\$0	\$2,000	\$7,500
51	5502	Ref Mats/Periodicals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
52	5510	Insurance	\$0	\$0	\$5,533	\$0	\$0	\$0	\$7,000
53	5520	Equipment Rental/Lease	\$0	\$0	\$0	\$0	\$0	0	0
54	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$305	\$0	\$0	\$0
55	5523	Postage & E-Mail/O/S	\$0	\$0	\$246	\$30,841	\$0	\$0	\$2,000
56	5525	Utilities	\$0	\$0	\$0	\$32,907	\$0	\$0	\$0
57	5530	Depr/Furn & Equipment	\$133	\$40	\$154	605	\$97	0	0
58	5599	Misc. Expense	\$1,054	\$1,961	\$2,868	\$8,840	\$1,190	\$8,977	\$5,265
59	5600	Taxes/Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0
60	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
61	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
62	5909	IUT-Dist. Center	\$0	\$16	\$26	\$87	\$0	\$0	\$0
63	5910	IUT-Repro.	\$0	\$0	\$0	\$595	\$0	\$0	\$0
64	5911	IUT-General Overhead	\$0	\$0	\$0	\$653,947	\$0	\$0	(\$6,360)
65	5999	IUT-Misc.	\$0	\$0	\$0	-\$10,000	\$0	0	0
66									
67	TOTAL DIRECT EXPENSES		\$31,808	\$17,994	\$186,467	\$2,112,515	\$41,801	\$168,094	\$268,247
68									
69	NET		(\$31,808)	(\$17,994)	(\$209,467)	\$702,780	(\$41,801)	(\$168,094)	(\$292,247)

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3808</b>		<b>SEATTLE</b>
4		<b>Project Name:</b>	<b>ACRL 2021 Conference</b>		<b>ACRL 2021 CONFERENCE</b>
5					
6					<b>FY 2020 Budget \$ Amount</b>
7	<b>Line #</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	
8	4140	Advertising/Gross	NA, revenue recognized in FY21		-
9	4611	Comm/Sales Rep			
10	4612	Comm/Adv. Agency	Exhibits Management, Corcoran Exhibitions. 8 months exhibits management @ \$3,000 per month = \$24,000.		(24,000)
11	4200	Registration Fees	NA, revenue recognized in FY21		
12	4210	Exhibit Space Rentals	NA, revenue recognized in FY21		
13	4400	Donations/Honoraria	NA, revenue recognized in FY21		
14	4429	Overhd-exempt Rev./Division	NA, revenue recognized in FY21		
15			<b>Total revenues</b>		<b>(24,000)</b>
16	5000	Salaries & Wages	Salaries		<b>89,173</b>
17	5002	Overtime/Wages	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		-
18	5010	Employee Benefits			<b>27,644</b>
19	5100	Temp Employee/Outside			
20	5110	Professional Services	<b>Online Proposal Management (Call for Participation) @ \$8,000.</b> 1000 Web Hosting, 6000 Digital Poster Deposit, Registration Management, charges in FY21		\$15,000
21	5122	Bank Service Fees	Bank Service Fees		6,500
22	5150	Messenger Service			
23	5210	Transportation	Travel, out of town: ACRL staff and conference chair site visits to Seattle - 2 staff and 1 chair @ \$500 = \$1500. Vicinity travel @ 3 @ \$75 = \$225.		1,725
24	5212	Lodging & Meals	Travel, housing: lodging for 6 nights @ comp for planing trips by ACRL staff and conference chair. Per diem @ \$50 x 2 x 3 = \$300.		300
25	5214	Entertainment	NA, expenses in FY21		
26	5300	Facilities Rent	Facilities rental: Deposit for Washington State Convention Center due July 2020 @32,000, All-Conference Reception (based on EMP at 20K w/ 50%% deposit), Chair's Reception (based on Columbia Tower Club 5K w/ 50% deposit)		44,500
27	5301	Conference Equipment Rental			
28	5302	Meal Functions	Reception F+B deposits		1,000
29	5303	Exhibits	NA, expenses in FY21		
30	5304	Speaker/Guest Expenses	NA, expenses in FY21		
31	5305	Speaker/Guest Honorarium	Speaker honorarium, deposits for keynote speakers, 3 at 10K each		30,000
32	5306	Awards			
33	5307	Security Services	NA, expenses in FY21		
34	5308	Special Transportation	NA, expenses in FY21		
35	5400	Editl/Proofreading-O/S	NA		
36	5401	Typesetting/Comptn-O/S	NA		
37	5402	Printing-O/S	Printing: Call for Participation in C&RL News @ \$4,000. Promo pieces @ \$2,000. Misc. printing @ \$3,000. (first registration mailer FY21)		9,000

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3808		SEATTLE
4		Project Name:	ACRL 2021 Conference		ACRL 2021 CONFERENCE
5					
6					FY 2020 Budget
7	Line #	Line Item Description	Explanation	Memo Only	\$ Amount
38	5404	Design Service-O/S	Seattle conference look and feel in FY19 3808 budget (Seattle look will happen by Aug 2019); Pivot proposal to include design work for Call for Participation, Email Headers, Website Sliders, Conference Swag @ \$12,000. Misc. cushion @ \$3,000		15,000
39	5410	Mail Service-O/S	Mail service outside		800
40	5411	Advertising/Space	Advertising		-
41	5413	Mail List Rental	Mailing list rental		-
42	5415	Pre-Press/Photo Services	Headshot Studio Deposit		11,000
43	5420	Copyright Fees	Copyright Fees		1,200
44	5500	Supplies/Operating	Supplies, swag, buttons, etc.		7,500
45	5502	Ref Mats/Periodicals			-
46	5510	Insurance	Cancellation insurance		7,000
47	5522	Telephone & Fax/O/S			
48	5523	Postage & E-Mail/O/S			2,000
49	5525	Utilities			
50	5599	Misc. Expense	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.		5,265
51	5902	IUT-ITTS	Data processing		
52	5905	IUT-Telephone			
53	5909	IUT-Dist. Center	Distribution. Based on conference history		
54	5910	IUT-Repro.	Reprographics, flyers, etc.		
55	5911	IUT-General Overhead	IUT General overhead		(6,360)
56	5600	Taxes/Income	Unrelated business taxes @ 2% of ad revenue		-
57			Total Expenses		268,247
58			Net		(292,247)

	B	C	N	O	P	Q	R	S	T
1	ALA Budget Worksheet								
2	Project 3811 - Preconferences								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4200	Registration Fees	\$7,655	\$19,535	\$12,200	\$8,540	\$7,875	\$17,492	\$11,286
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
9									
10	TOTAL		\$7,655	\$19,535	\$12,200	\$8,540	\$7,875	\$17,492	\$11,286
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$3,095	\$2,213	\$2,808	\$1,876	\$2,686	\$3,098	\$2,759
14	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
15	5010	Employee Benefits	\$854	\$632	\$833	\$573	\$806	\$859	\$855
16	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	5122	Bank Service Fees	(\$10)	\$0	\$0	\$244	\$0	\$490	\$316
18	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19	5151	Duplication/Outside	\$29	\$0	\$0	\$0	\$0	0	0
20	5210	Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5301	Conference Equipment Rental	\$4,522	\$0	\$0	\$1,032	\$0	0	0
23	5302	Meal Functions	\$1,015	\$7,111	\$2,943	\$1,241	\$850	\$2,268	\$1,260
24	5304	Speaker/Guest Expenses	\$449	\$2,015	\$1,139	\$1,443	\$581	\$1,000	\$500
25	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
26	5309	Audio/Visual Equip Rental & Labor	\$0	\$7,614	\$3,046	\$0	\$2,773	\$3,600	\$1,500
27	5310	Computer Rental/Internet Connection	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0
28	5402	Printing-O/S	\$0	\$230	\$40	\$0	\$0	\$300	\$200
29	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
30	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
31	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
32	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
33	5500	Supplies/Operating	(\$315)	\$0	\$134	\$8	\$6	\$0	\$0
34	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
35	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5530	Depr/Furn & Equipment	\$22	\$10	\$8	\$0	\$9	0	0
37	5543	Bad Debt Expense	\$147	\$0	\$171	\$175	\$175	\$175	\$113
38	5599	Misc. Expense	\$177	\$490	\$145	\$117	\$110	\$250	\$163
39	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42	5910	IUT-Repro.	\$7	\$0	\$0	\$0	\$0	\$0	\$0
43	5911	IUT-General Overhead	\$1,853	\$4,962	\$3,160	\$2,255	\$2,079	\$4,635	\$2,991
44									
45	TOTAL DIRECT EXPENSES		\$11,845	\$25,276	\$14,427	\$8,964	\$10,075	\$17,675	\$10,657
46									
47	NET		(\$4,190)	(\$5,741)	(\$2,227)	(\$424)	(\$2,200)	(\$183)	\$629

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3811		
4		Project Name:	Preconferences		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees	Based on one full-day preconference		11,286
9			Registration fees, full-day preconference: 39 ACRL members @ \$275 = \$10,725; 3 ALA members @ \$315 = \$945; 2 students @ \$105 = \$210; Total = \$11,880; Budgeted at 95% = \$11,286. Based on 44 attendees. Minimum attendance = 42		
10					
11			Total Revenues		11,286



	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3811		
4		Project Name:	Preconferences		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
12	5000	Salaries & Wages	Salaries at % of ACRL total listed in salary matrix		2,759
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		855
14	5110	Professional Services	Professional Services		-
15	5122	Bank Service Fees	Bank Fees		316
16	5150	Messenger Service	Messenger service		-
17	5210	Transportation	No transportation as staff already traveling for Annual Conference		-
18	5212	Lodging & Meals	No lodging and meals as staff already traveling for Annual Conference		-
19	5214	Entertainment	Entertainment		-
20	5300	Facilities Rent	No facility rental expenses as workshops will be held in conjunction with ALA Annual Conference		-
21	5302	Meal Functions	42 (includes participants and speaker) @ 2 breaks @ \$15 per break = \$1,260		1,260
22					
23	5304	Speaker/Guest Expenses	2 speakers @ one night's lodging @ \$200 and one day's per diem @ \$50. Total = \$500		500
24					
25	5309	Audio/Visual Equip Rental & Labor	Audiovisual equipment, AV @ \$1500		1,500
26	5310	Computer Rental/Internet Connection	Internet connection, comp at convention center		-
27	5402	Printing-O/S	Printing (photocopying of conference materials): presenters provide handouts for reimbursement		200
28	5500	Supplies/Operating	Supplies		-
29	5523	Postage & E-Mail/O/S	Postage		-
30	5543	Bad Debt Expense	Bad Debt 1% of revenue		113
31	5599	Misc. Expense	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.		163
32	5902	IUT-ITTS	IUT-Data Processing		-
33	5905	IUT-Telephone	IUT-Phone		-
34	5909	IUT-Dist. Center	IUT-Distribution		-
35	5910	IUT-Repro.	IUT-Reprographics		-
36	5911	IUT-General Overhead	IUT General overhead as supplied by ALA Planning and Budgeting		2,991
37			Total Expenses		10,657
38			Net		629

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL								
3	PROJECT: 3830 Immersion -National								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4200	Registration Fees	\$154,180	\$154,975	\$170,000	\$142,705	\$196,635	\$157,429	\$154,644
8	4421	Royalties-Exempt		\$0	\$0	\$0	\$0	0	0
9	4429	Overhd-exempt Rev./Division	\$25,648	\$25,306	\$21,842	\$22,598	\$35,413	\$30,070	\$30,070
10									
11	TOTAL		\$179,828	\$180,281	\$191,842	\$165,303	\$232,048	\$187,499	\$184,714
12									
13	EXPENSES								
14	5000	Salaries & Wages	\$12,041	\$11,066	\$11,795	\$9,751	\$20,621	\$22,300	\$19,857
15	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
16	5010	Employee Benefits	\$3,322	\$3,159	\$3,500	\$2,980	\$6,186	\$6,183	\$6,156
17	5031	Staff Development	\$0	\$0	\$0	\$0	\$415	\$0	0
18	5110	Professional Services	\$6,000	\$2,000	\$2,000	\$4,000	\$0	\$0	\$0
19	5122	Bank Service Fees	\$4,793	\$4,747	\$4,915	\$4,643	\$7,167	\$5,250	\$5,172
20	5150	Messenger Service	\$1,378	\$705	\$2,630	\$185	\$238	\$500	\$350
21	5210	Transportation	\$7,595	\$2,471	\$3,182	\$13,020	\$895	\$575	\$525
22	5212	Lodging & Meals	\$37,913	\$38,462	\$37,359	\$38,059	\$79,546	\$45,590	\$46,075
23	5214	Entertainment	\$3,598	\$5,237	\$2,698	\$0	\$0	\$5,500	\$5,500
24	5300	Facilities Rent	\$10,680	\$4,604	\$13,360	\$14,939	\$8,115	\$6,240	\$6,240
25	5301	Conference Equipment Rental	\$1,749	\$2,994	\$1,974	\$657	\$0	\$3,080	\$2,520
26	5302	Meal Functions	\$11,095	\$12,282	\$10,784	\$16,985	(\$294)	\$17,680	\$17,888
27	5304	Speaker/Guest Expenses	\$2,210	\$3,536	\$5,391	\$7,581	\$7,157	\$6,750	\$8,900
28	5305	Speaker/Guest Honorarium	\$20,250	\$17,150	\$17,400	\$21,000	\$34,250	\$24,750	\$24,750
29	5306	Awards	\$0	\$0	\$0	(\$12,000)	\$2,898	0	(\$12,000)
30	5308	Special Transportation	\$1,450	\$0	\$0	\$0	\$0	\$0	\$0
31	5350	Program Allocation	\$0	\$0	\$3,850	\$0	\$0	0	0
32	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5402	Printing-O/S	\$3,540	\$5,507	\$2,710	\$257	\$4,426	\$5,000	\$5,000
34	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
35	5410	Mail Service-O/S	\$99	\$0	\$0	\$0	\$0	\$0	\$0
36	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	0	0
37	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
39	5420	Copyright Fees	\$0	\$266	\$0	\$0	\$1,687	\$500	\$1,000
40	5500	Supplies/Operating	\$2,798	\$1,216	\$1,284	\$981	\$5,630	\$3,100	\$2,700
41	5520	Equipment Rental/Lease		\$356	\$0	\$0	\$0	\$0	
42	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5530	Depr/Furn & Equipment	\$86	\$51	\$33	\$42	\$69	0	0
45	5543	Bad Debt Expense	\$147	\$0	\$147	\$147	\$147	\$147	\$147
46	5599	Misc. Expense	\$687	\$2,451	\$609	\$609	\$848	\$0	\$1,172
47	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
48	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
49	5909	IUT-Dist. Center	\$13	\$11	\$0	\$0	\$0	\$0	\$0
50	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$50	\$50
51	5940	IUT-Registration Processing	\$619	\$633	\$650	\$664	(\$625)	\$742	\$742
52	5999	IUT-Misc.	\$0	\$0	\$0	\$0	(\$8,475)	0	0
53	5911	IUT-General Overhead	\$37,312	\$39,364	\$44,030	\$37,674	\$51,912	\$41,719	\$40,981
54									
55	TOTAL		\$169,375	\$158,267	\$170,301	\$162,173	\$222,813	\$195,656	\$183,725
56									
57	NET		\$10,453	\$22,014	\$21,541	\$3,130	\$9,235	(\$8,157)	\$989

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3830		
4		Project Name:	Immersion National		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees	IMMERSION Location University of St. Thomas - Registration fees: 84 members @ \$1,795; 13 non-members @ \$1,895. Total: \$175,415; Budgeted @ 95% = \$166,644. (Based on 97 participants. Minimum attendance =92) \$12,000 in Immersion scholarships shown as a contra-expense in 5306.		154,644
9				-	
10	4429	Overhd-exempt Rev./Division	Revenue for IMMERSION dorm lodging: 97 participants @ \$310 per person for single dorm room with linens (\$62 per night x 5 nights) = \$25,066<This covers costs for dorms in 5212 and essentially is revenue in + out. Number of dorm participants based on past history.>		30,070
11			Total Revenues		184,714
12	5000	Salaries & Wages	Salaries calculated at % listed in salary matrix.		19,857
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		6,156
14	5110	Professional Services	Registration instead of competitive application process, eShow application system not needed		0
15	5122	Bank Service Fees	Bank Charges on credit cards.		5,172
16	5150	Messenger Service	Messenger service		350
17	5210	Transportation	Travel-out-of-town: 1 staff flight to MSP @ \$450; vicinity travel @ \$75 = \$575		525
18	5212	Lodging & Meals	IMMERSION 97 registrants: 5 nights lodging @ \$310 per person x 97 = \$32,010. <This fee is covered by 4429 overhead exempt revenue>;  Meals = \$165 per person @ dorm meals (B, L, D) x 97 = \$16,005		46,075
19	5214	Entertainment	Entertainment: Wednesday night Happy Hour (dine-around that follows is on your own)		5,500
20	5300	Facilities Rent	Facilities rental at University of St. Thomas, \$12 per person per day x 104 (participants and faculty)		6,240
21	5301	Conference Equipment Rental	Audiovisual equipment, majority built in meeting rooms. Flip chart pads at \$36 per pad, plus cushion		2,520
22	5302	Meal Functions	Five Morning and four afternoon breaks: 104 people x 9 breaks @ \$14 = \$13,356; Welcome dinner @ \$38 per person x 104 = \$3,648; Farewell Social @ \$8 per person X 104 = \$832. 104 attendees includes participants, teaching faculty, staff		17,888

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3830		
4		Project Name:	Immersion National		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
23	5304	Speaker/Guest Expenses	Faculty expenses		8,900
24			Expenses for six teaching Immersion faculty and two faculty observers: Transportation 8 faculty @ \$450 each = \$3,600; lodging 8 @ \$400 per week - \$3,200; 8 @ 3 per diem @ \$50 = \$1,200; taxis 8 @ \$75 = \$600. Faculty rental car = \$300.		
25	5305	Speaker/Guest Honorarium	Faculty honoraria: 6 faculty @ \$3,750 honorarium with \$750 for the additional stipend to the lead faculty, plus \$750 x 2 for Immersion co-coordinators.		24,750
26	5306	Awards	Contra-expense for Immersion scholarship awards		-12,000
27	5308	Special Transportation	Special transportation		0
28	5400	Editl/Proofreading-O/S	Editorial/Proofreading		0
29	5402	Printing-O/S	Printing, notebook production		5,000
30	5410	Mail Service-O/S	Mail Service/Outside		0
31	5413	Mail List Rental	Mailing list rental, electronic announcement of invitation to apply		0
32	5420	Copyright Fees	Copyright fees		1,000
33	5500	Supplies/Operating	Closing plenary materials/other supplies @ \$700, Immersion learning styles inventory \$2,000		2,700
34	5522	Telephone & Fax/O/S	Telephone (for dial in access at presentation)		0
35	5523	Postage & E-Mail/O/S	Invitation to Apply, e-mail registration packet and brochure		0
36	5543	Bad Debt Expense	Bad Debt		147
37	5599	Misc. Expense	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.		1,172
38	5902	IUT-ITTS	IUT-Data Processing		0
39	5905	IUT-Telephone	IUT-Phone		0
40	5909	IUT-Dist. Center	IUT-Distribution		0
41	5910	IUT-Repro.	IUT-Reprographics		50
42	5940	IUT-Registration Processing	Registration processing		742
43	5911	IUT-General Overhead	IUT General overhead at ALA rate		40,981
44			Total Expenses		183,725
45			Net		989

	B	C	Q	R	S	T	U	V	W
1	ALA Budget Worksheet								
2	Friends of ACRL-Operating								
3	Project 3831								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4200	Registration Fees	\$0	\$0	\$0	\$0	\$0	0	0
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
9									
10	TOTAL		\$0	\$0	\$0	\$0	\$0	\$0	\$0
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$35,274	\$44,265	\$25,929	\$33,988	\$35,633	\$41,098	\$36,597
14	5002	Overtime/Wages	0	\$0	\$0	\$0	\$0	0	0
15	5010	Employee Benefits	\$9,733	\$12,638	\$7,694	\$10,384	\$10,689	\$11,395	\$11,345
16	5122	Bank Service Fees	\$713	\$744	\$511	\$582	\$637	\$511	\$593
17	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	0	0
18	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
19	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
20	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
21	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
22	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	0	0
23	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
24	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
25	5350	Program Allocation	\$500	\$15,781	\$487	\$12,312	\$16,273	\$18,235	\$3,700
26	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	0	0
27	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
28	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
29	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
30	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
31	5500	Supplies/Operating	\$0	\$0	\$0	\$168	\$0	\$0	\$0
32	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5523	Postage & E-Mail/O/S	\$113	\$0	\$0	\$0	\$0	\$0	\$0
34	5530	Depr/Furn & Equipment	\$253	\$202	\$72	\$147	\$119	0	0
35	5599	Misc. Expense	\$2,013	\$9,803	\$1,340	\$2,124	\$1,466	\$3,316	\$2,161
36	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5909	IUT-Dist. Center	\$786	\$733	\$344	\$540	\$522	\$786	\$521
39	5910	IUT-Repro.	\$0	\$14	\$3	\$0	\$19	\$0	\$0
40	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41									
42	TOTAL DIRECT EXPENSES		\$49,387	\$84,180	\$36,380	\$60,245	\$65,357	\$75,341	\$54,917
43									
44	NET		(\$49,387)	(\$84,180)	(\$36,380)	(\$60,245)	(\$65,357)	(\$75,341)	(\$54,917)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and		
3		Project No.:	3831		
4		Project Name:	Friends of ACRL-Operating		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4429	Overhd-exempt Re	All revenues show in restricted account, 48-403-xxxx-3831		
9			Total Revenues		-
10	5000	Salaries & Wages	Salaries calculated at % listed in salary matrix		36,597
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		11,345
12	5122	Bank Service Fees	Credit card fees calculated at 3% of credit card donations, credit card donations are 70% of total donations, which are budgeted at \$25,000		593
13	5350	Program Allocation	Program development, including \$2,500 for prospect visits; \$1200 for pins, ribbons, other donor recognition; \$14,535 for donor appreciation reception (in Cleveland)		3,700
14	5500	Supplies/Operating			0
15	5522	Telephone & Fax/O/S			0
16	5523	Postage & E-Mail/O/S			0
17	5543	Bad Debt Expense			0
18	5599	Misc. Expense	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.		2,161
19	5902	IUT-ITTS	IUT-Data Processing		0
20	5905	IUT-Telephone	IUT-Phone		
21	5909	IUT-Dist. Center	IUT-Distribution (FY18 actual)		521
22	5910	IUT-Repro.	IUT-Reprographics (FY18 actual)		0
23	5911	IUT-General Overhead			0
24			Total Expenses		54,917
25			Net		-54,917



	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL								
3	PROJECT: 3832 Immersion - Regional								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4200	Registration Fees	\$0	\$16,200	\$0	\$45,950	\$0	\$0	\$0
8	4400	Donations/Honoraria	0	\$0	\$0	\$0	\$0	0	0
9	4429	Overhd-exempt Rev./Division	0	\$0	\$0	\$0	\$0	0	0
10	4430	Royalties-Non-Exempt	0	\$0	\$0	\$0	\$0	0	0
11									
12	TOTAL		\$0	\$16,200	\$0	\$45,950	\$0	\$0	\$0
13									
14	EXPENSES								
15	5000	Salaries & Wages	\$0	\$2,213	\$0	\$1,462	\$0	\$775	\$0
16	5002	Overtime/Wages	0	\$0	\$0	\$0	\$0	0	0
17	5010	Employee Benefits	\$0	\$632	\$0	\$447	\$0	\$215	\$0
18	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19	5122	Bank Service Fees	\$0	\$2,188	\$0	\$1,660	\$0	\$0	\$0
20	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21	5210	Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23	5214	Entertainment	0	\$0	\$0	\$0	\$0	0	0
24	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
26	5302	Meal Functions	\$0	\$0	\$0	\$3,615	\$0	\$0	\$0
27	5304	Speaker/Guest Expenses	\$0	\$300	\$0	\$1,885	\$0	\$0	\$0
28	5305	Speaker/Guest Honorarium	\$0	\$1,025	\$0	\$17,190	\$0	\$0	\$0
29	5308	Special Transportation	0	\$0	\$0	\$0	\$0	0	0
30	5350	Program Allocation	0	\$0	\$0	\$0	\$0	0	0
31	5400	Editl/Proofreading-O/S	0	\$0	\$0	\$0	\$0	0	0
32	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5404	Design Service-O/S	0	\$0	\$0	\$0	\$0	0	0
34	5410	Mail Service-O/S	0	\$0	\$0	\$0	\$0	0	0
35	5413	Mail List Rental	0	\$0	\$0	\$0	\$0	0	0
36	5415	Pre-Press/Photo Services	0	\$0	\$0	\$0	\$0	0	0
37	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
39	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5530	Depr/Furn & Equipment	0	\$10	\$0	\$6	\$0	0	0
42	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5599	Misc. Expense	\$0	\$490	\$0	\$91	\$0	\$62	\$0
44	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
46	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
48	5940	IUT-Registration Processing	0	\$284	\$0	\$0	\$0	0	0
49	5911	IUT-General Overhead	\$0	\$4,115	\$0	\$12,131	\$0	\$0	\$0
50									
51	TOTAL		\$0	\$11,257	\$0	\$38,486	\$0	\$1,052	\$0
52									
53	NET		\$0	\$4,943	\$0	\$7,464	\$0	(\$1,052)	\$0

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research</b>		
3		<b>Project No.:</b>	<b>3832</b>		
4		<b>Project Name:</b>	<b>Teaching with Technology Track</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
8	4200	Registration Fees	<b>Teaching with Technology (F2F @ ACRL 2017 /online):</b> 40 participants @ \$850= \$31,800. 5 nonmembers @ \$950 = \$4,475. Total = \$38,750. Budgeted @ 93% = \$36,038. Based on 45 attendees. Minimum attendance: 42		-
9			<b>Total Revenues</b>		-
10	5000	Salaries & Wages	Salaries calculated at % listed in salary matrix		-
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		-
12	5110	Professional Services	Technology platform for TwT track @ \$1,500. eShow proposal submission @ \$750.		-
13	5122	Bank Service Fees	Bank Charges on credit cards		-
14	5150	Messenger Service	Messenger service		-
15	5210	Transportation	TwT held in conjunction with ACRL 2017/online		
16	5212	Lodging & Meals	Staff lodging/meals not needed as programs are held in conjunction with ACRL 2017. Faculty expenses in line 5304.		
17	5300	Facilities Rent	Facility rental not needed as programs are held in conjunction with ACRL 2017 and online		
18	5301	Conference Equipment Rental	<b>TwT Immersion:</b> AV rental not needed as programs are held in conjunction with ACRL 2017 and online		-
19	5302	Meal Functions	<b>TwT Immersion:</b> 47 (includes participants and faculty) @ 2 breaks @ \$10 per break		-
20	5304	Speaker/Guest Expenses	<b>TwT Immersion:</b> 4 faculty @ one night's lodging @ \$200 and one day's per diem @ \$50. Transportation on own as held in conjunction with ACRL 2017.		-
21	5305	Speaker/Guest Honorarium	<b>TwT Immersion:</b> 4 faculty @ daily rate of \$750 per day x 5 days (F2F and online) = \$3,425 each		-
22	5402	Printing-O/S	Handouts: @ \$10per participant x 45		-
23	5420	Copyright Fees	Copyright fees		-
24	5500	Supplies/Operating	45 binders/dividers @ \$10 each = \$450. Misc. supplies @ \$300		-
25	5522	Telephone & Fax/O/S	Phone		-
26	5523	Postage & E-Mail/O/S	Postage		-
27	5543	Bad Debt Expense	Bad Debt		
28	5599	Misc. Expense	Misc. Expense		-
29	5902	IUT-ITTS	ITTS		-
30	5905	IUT-Telephone	Telephone		-
31	5909	IUT-Dist. Center	Distribution		-
32	5910	IUT-Repro.	Reprographics/handouts		-
33	5911	IUT-General Overhead	ALA overhead		-
34			<b>Total Expenses</b>		-
35			<b>Net</b>		-



	B	C	Q	R	S	T	U	V	W
1	ALA Budget Worksheet								
2	Section Special Events								
3	Project 3833								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4400	Donations/Honoraria	\$12,700	\$14,100	\$17,600	\$16,400	\$26,900	\$10,000	\$12,000
8	4429	Overhd-exempt Rev./Di	\$3,330	\$4,110	\$3,366	\$5,329	\$4,382	\$2,500	\$3,125
9	4490	Misc. Fees/Revenues		\$0	\$0	\$0	\$0	0	0
10									
11	TOTAL		\$16,030	\$18,210	\$20,966	\$21,729	\$31,282	\$12,500	\$15,125
12									
13	EXPENSES								
14	5000	Salaries & Wages	\$8,621	\$6,640	\$4,868	\$9,413	\$6,029	\$6,809	\$6,063
15	5010	Employee Benefits	\$2,379	\$1,896	\$1,444	\$2,877	\$1,809	\$1,888	\$1,880
16	5122	Bank Service Fees	\$68	\$100	\$259	\$90	\$265	0	0
17	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$200	\$200
18	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
19	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
20	5214	Entertainment	\$0	\$0	\$0	\$0	\$0	0	0
21	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
22	5301	Conference Equipment	\$0	\$0	\$0	\$0	\$0	0	0
23	5302	Meal Functions	\$0	\$4,376	\$0	\$0	\$0	0	0
24	5304	Speaker/Guest Expense	\$0	\$0	\$0	\$0	\$0	0	0
25	5305	Speaker/Guest Honorar	\$0	\$0	\$0	\$0	\$0	0	0
26	5309	Audio/Visual Equip Ren	\$0	\$0	\$0	\$0	\$0	0	0
27	5350	Program Allocation	\$13,594	\$12,743	\$16,323	\$19,282	\$28,141	\$12,000	\$14,000
28	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
29	5530	Depr/Furn & Equipment	\$62	\$30	\$13	\$41	\$20	0	0
30	5599	Misc. Expense	\$492	\$1,470	\$252	\$588	\$248	\$549	\$358
31	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	0	0
32	5909	IUT-Dist. Center	\$3	\$1	\$7	\$15	\$1	0	0
33	5940	IUT-Registration Proces	\$0	\$0	\$0	\$0	\$0	0	0
34	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
35	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36									
37	TOTAL DIRECT EXPENSES		\$25,219	\$27,256	\$23,167	\$32,306	\$36,513	\$21,446	\$22,501
38									
39	NET		(\$9,190)	(\$9,046)	(\$2,201)	(\$10,576)	(\$5,231)	(\$8,946)	(\$7,376)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3833		
4		Project Name:	Section Special Events		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	Donations for special events budgeted at typical rates.		12,000
9	4429	Overhd-exempt Rev./Division	Participant Fees: \$25 @ 125 (based on average registrations collected for special events hosted by ESS, DLS, STS, CLS and CJCLS).		3,125
10			Total Revenues		15,125
11	5000	Salaries & Wages	Salaries calculated as percentage of total as listed in salary matrix		\$6,063
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		1,880
13	5150	Messenger Service	Messenger service		200
14	5350	Program Allocation	Payments for special events (ESS Cruise, CLS, DLS, CJCLS and STS events at MW and AC) for which registration money has been collected.		14,000
15	5599	Misc. Expense	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.		358
16	5999	IUT-Misc.	Collection Expense: \$2.00 for each participant		-
17			Total Expenses		\$22,501
18			Net		(\$7,376)

	B	C	F	G	H	I	J	K	L	M
1	ALA Budget Worksheet									
2	ACRL									
3	Project: 3834 Immersion Licensing									
4			2014	2015	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE									
7	4200	Registration Fees	\$0	\$0	0	\$0	\$0	\$0	0	0
8	4430	Royalties-Non-Exempt	\$10,000	\$44,500	\$30,000	\$52,500	\$0	\$0	\$20,000	\$22,500
9										
10	Total Revenues		\$10,000	\$44,500	\$30,000	\$52,500	\$0	\$0	\$20,000	\$22,500
11										
12	EXPENSES									
13	5000	Salaries & Wages	\$3,141	\$3,099	\$3,825	\$6,553	\$0	\$0	\$0	\$690
14	5010	Employee Benefits	\$866	\$885	\$1,262	\$1,944	\$0	\$0	\$0	\$214
15	5110	Professional Services	\$0	\$0	0	\$0	\$0	\$0	0	0
16	5122	Bank Service Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	5150	Messenger Service	\$79	\$90	\$200	\$0	\$0	\$0	\$500	\$500
18	5210	Transportation	\$1,837	\$5,887	\$0	\$3,635	\$848	\$0	\$0	\$0
19	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20	5214	Entertainment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
24	5304	Speaker/Guest Expenses	(\$1,561)	(\$5,018)	\$0	(\$712)	\$0	\$0	\$0	\$0
25	5305	Speaker/Guest Honorarium	\$7,150	\$21,540	\$16,250	\$24,600	\$0	\$0	\$8,400	\$8,400
26	5308	Special Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
27	5402	Printing-O/S	\$1,335	\$1,632	\$1,060	\$4,205	\$0	\$0	\$1,140	\$1,340
28	5420	Copyright Fees	\$0	\$0	\$100	\$0	\$0	\$0	\$200	\$200
29	5500	Supplies/Operating	\$27	\$2,235	\$1,000	\$2,279	\$0	\$0	\$1,900	\$2,100
30	5530	Depr/Furn & Equipment	\$23	\$14	0	\$18	\$0	\$0	0	0
31	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32	5599	Misc. Expense	\$179	\$686	\$474	\$339	\$0	\$0	\$0	\$41
33	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5910	IUT-Repro.	\$0	\$0	\$25	\$0	\$0	\$0	\$25	\$25
37	5911	IUT-General Overhead	\$0	\$5,652	\$3,885	\$6,799	\$0	\$0	\$2,650	\$2,981
38										
39	Total Expenses		\$13,077	\$36,701	\$28,081	\$49,659	\$848	\$0	\$14,815	\$16,491
40										
41	Net		(\$3,077)	\$7,799	\$1,919	\$2,841	(\$848)	\$0	\$5,185	\$6,009

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3834		
4		Project Name:	Immersion Licensing		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4430	Royalties-Non-Exempt	License fee for Regional Immersion Program (Note: faculty travel expenses are over and above license fee) Three day program with three faculty		22,500
9					22,500
10	5000	Salaries & Wages	Salaries calculated at % of total ACRL per time study		\$690
11	5010	Employee Benefits	Benefits		214
12	5122	Bank Service Fees	Bank Charges on credit cards.		-
13	5150	Messenger Service	Messenger service, shipping materials (standards, certificates, boxes of "stuff") to regional site.		500
14	5210	Transportation	Travel out of town (not needed, regional host)		-
15	5212	Lodging & Meals	Lodging and meals -- assuming local attendees so lodging and meals (other than morning and afternoon refreshment breaks) would be on own		-
16	5214	Entertainment	Entertainment		-
17	5300	Facilities Rent	Facility rental: adequate meeting space for 50+ attendees (?) in eight rounds of 5 people each provided on a complimentary basis by host institution		
18	5301	Conference Equipment Rental	Equipment rental: data projector, screen, flipcharts, power cords provided on a complimentary basis by host institution		-
19	5302	Meal Functions	Meal functions: morning and afternoon refreshment breaks provided by regional host.		-
20	5304	Speaker/Guest Expenses	Faculty expenses: Expenses for three faculty: Transportation for 3 faculty @ \$500; Lodging for 3 faculty @ \$200/night x 5 nights; 3 @ \$50 per diem x 5 each; ground transportation 2 @ \$75. <b>Approx \$5,550 OVER AND ABOVE LICENSE FEE, which is paid by the institution licensing the institute.</b>		0
21	5305	Speaker/Guest Honorarium	Honorarium for faculty @ \$850 per day x 3 days = \$2,550 per faculty x 3 faculty, plus \$750 for lead faculty		8,400
22	5308	Special Transportation	Special transportation		-
23	5400	Editl/Proofreading-O/S	Editorial/Proofreading		-
24	5402	Printing-O/S	Notebook printing @ approx. \$15 per notebook x 56 participants plus faculty and file copies. \$500 misc. printing cushion.		1,340

	B	C	D	E	F
25	5410	Mail Service-O/S	Mail Service/Outside		-
26	5413	Mail List Rental	Mailing list rental		-
27	5420	Copyright Fees	Copyright fees: Immersion notebook readings (Copyright Clearance Center)		200
28	5500	Supplies/Operating	56 binders/dividers @ \$1,500; Misc supplies (swag) @ \$600.		2,100
29	5522	Telephone & Fax/O/S	Telephone (for dial in access at presentation)		-
30	5523	Postage & E-Mail/O/S	Invitation to Apply, e-mail registration packet and brochure		-
31	5543	Bad Debt Expense	Bad Debt		-
32	5599	Misc. Expense	Misc. Expense; 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.		41
33	5902	IUT-ITTS	IUT-Data Processing		-
34	5905	IUT-Telephone	IUT-Phone		-
35	5909	IUT-Dist. Center	IUT-Distribution		-
36	5910	IUT-Repro.	IUT-Reprographics		25
37	5911	IUT-General Overhead	License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting		2,981
38			<b>Total Expenses</b>		<b>\$16,491</b>
39			<b>Net</b>		<b>\$6,009</b>

	B	C	K	L	M	N	O	P	Q
1	ALA Budget Worksheet								
2	Annual Conference CE Programs								
3	Project 3835								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4400	Donations/Honoraria	\$21,350	\$17,400	\$15,200	\$16,300	\$15,800	\$16,000	\$16,000
8	4429	Overhd-exempt Rev./Di	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9									
10	TOTAL		\$21,350	\$17,400	\$15,200	\$16,300	\$15,800	\$16,000	\$16,000
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$12,331	\$13,280	\$12,450	\$16,001	\$11,456	\$11,715	\$10,432
14	5010	Employee Benefits	\$3,403	\$3,791	\$3,694	\$4,890	\$3,437	\$3,248	\$3,234
15	5122	Bank Service Fees	\$143	\$162	\$29	\$14	\$29	0	0
16	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
18	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
19	5214	Entertainment	\$0	\$0	\$0	\$0	\$0	0	0
20	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
21	5301	Conference Equipment	\$0	\$0	\$0	\$0	\$0	0	0
22	5302	Meal Functions	\$12,305	\$14,967	\$14,952	\$4,984	\$11,516	\$12,000	\$14,000
23	5304	Speaker/Guest Expense	\$0	\$0	\$0	\$0	\$0	0	0
24	5305	Speaker/Guest Honorar	\$0	\$0	(\$452)	\$0	\$0	0	0
25	5308	Special Transportation	\$0	\$0	\$0	\$0	\$0	0	0
26	5350	Program Allocation	\$22,432	\$17,563	\$11,373	\$16,956	\$8,065	\$27,700	\$27,700
27	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000
28	5530	Depr/Furn & Equipment	\$89	\$61	\$35	\$69	\$38	0	0
29	5599	Misc. Expense	\$704	\$2,941	\$643	\$1,000	\$471	\$945	\$616
30	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	0	0
31	5909	IUT-Dist. Center	\$2	\$2	\$1	\$6	\$0	0	0
32	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	0	0
33	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
34	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35									
36	TOTAL DIRECT EXPENSES		\$51,409	\$52,767	\$42,725	\$43,920	\$35,012	\$57,608	\$57,982
37									
38	NET		(\$30,059)	(\$35,367)	(\$27,525)	(\$27,620)	(\$19,212)	(\$41,608)	(\$41,982)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3835		
4		Project Name:	Annual Conference Programs		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	Donations for Annual Conference programs and poster sessions/receptions budgeted at more typical donation rate.		16,000
9	4429	Overhd-exempt Rev./Division			
10			Total Revenues		16,000
11	5000	Salaries & Wages	Salaries @ % listed in the salary matrix		\$10,432
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		3,234
13	5150	Messenger Service	Messenger service		-
14	5302	Meal Functions	Catering at programs and poster sessions/receptions (based on FY18 actual)		14,000
15	5350	Program Allocation	ACRL Board allocation of \$20,000 for program speakers, photocopying, posterboards, \$200 flyer for President's program with award winners on back side, \$7500 for ACRL President's Program.		27,700
16	5402	Printing-O/S	Share of this project's printing costs for Annual Conference Programs and meetings C&RL News insert		2,000
17	5599	Misc. Expense	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.		616
18	5999	IUT-Misc.			
19			Total Expenses		\$57,982
20			Net		(41,982)

	B	C	T	U	V	W
1	ALA Budget Worksheet					
2	IMMERSION ASSESSMENT PRGM					
3	Project 3836					
4			2017	2018	2019	2020
5			ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE					
7	4200	Registration Fees	\$0	\$0	\$0	\$0
8	4429	Overhd-exempt Rev./Di	\$0	\$0	\$0	\$0
9						
10	TOTAL		\$0	\$0	\$0	\$0
11						
12	EXPENSES					
13	5000	Salaries & Wages	\$0	\$0	\$0	\$0
14	5010	Employee Benefits	\$0	\$0	\$0	\$0
15	5110	Professional Services	\$0	\$0	0	0
16	5122	Bank Service Fees	\$0	\$0	\$0	\$0
17	5150	Messenger Service	\$0	\$0	\$0	\$0
18	5210	Transportation	\$0	\$0	\$0	\$0
19	5212	Lodging & Meals	\$0	\$0	\$0	\$0
20	5214	Entertainment	\$0	\$0	\$0	\$0
21	5300	Facilities Rent	\$0	\$0	\$0	\$0
22	5301	Conference Equipment	\$0	\$0	\$0	\$0
23	5302	Meal Functions	\$0	\$0	\$0	\$0
24	5304	Speaker/Guest Expense	\$0	\$0	\$0	\$0
25	5305	Speaker/Guest Honorar	\$0	\$0	\$0	\$0
26	5308	Special Transportation	\$0	\$0	0	0
27	5350	Program Allocation	\$0	\$0	0	0
28	5402	Printing-O/S	\$0	\$0	\$0	\$0
29	5420	Copyright Fees	\$0	\$0	\$0	\$0
30	5500	Supplies/Operating	\$0	\$0	\$0	\$0
31	5522	Telephone & Fax/O/S	\$0	\$0	0	0
32	5530	Depr/Furn & Equipment	\$0	\$0	0	0
33	5543	Bad Debt Expense	\$0	\$0	\$0	\$0
34	5599	Misc. Expense	\$0	\$0	\$0	\$0
35	5902	IUT-ITTS	\$0	\$0	\$0	\$0
36	5905	IUT-Telephone	\$0	\$0	\$0	\$0
37	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0
38	5910	IUT-Repro.	\$0	\$0	\$0	\$0
39	5940	IUT-Registration Proces	\$0	\$0	\$0	\$0
40	5942	IUT-Advertising	\$0	\$0	0	0
41	5911	IUT-General Overhead	\$0	\$0	\$0	\$0
42						
43	TOTAL DIRECT EXPENSES		\$0	\$0	\$0	\$0
44						
45	NET		\$0	\$0	\$0	\$0



	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3836		
4		Project Name:	Immersion Assessment Prog		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees	Registration fees: 56 participants @ \$1,575= \$88,200. 4 nonmembers @ \$1,675 = \$6,700. Total = \$94.900. Budgeted @ 90% = \$85,410. Based on 60 attendees. Minimum attendance: 54	88,200	-
9	4429	Overhd-exempt Rev./Division	Revenue for lodging: 60 participants @ \$65 per night for four nights at Scarritt Bennett <This covers costs for participant lodging in 5212>	6,700	-
10			Total Revenues		-

	B	C	D	E	F
1		<b>Unit No.:</b>	<b>403</b>		
2		<b>Unit Name:</b>	<b>Association of College and Research Libraries</b>		
3		<b>Project No.:</b>	<b>3836</b>		
4		<b>Project Name:</b>	<b>Immersion Assessment Prog</b>		
5					
6					<b>FY 2020 Budget</b>
7	<b>Line#</b>	<b>Line Item Description</b>	<b>Explanation</b>	<b>Memo Only</b>	<b>\$ Amount</b>
11	5000	Salaries & Wages	Salaries calculated at % listed in salary matrix		\$0
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		-
13	5122	Bank Service Fees	Bank Charges on credit cards		-
14	5150	Messenger Service	Overnight delivery (binders produced locally, "stuff" stored at UIUC)		-
15	5210	Transportation	Travel-out-of-town: 1 staff Chicago to Nashville @ \$400; vicinity travel @ \$75 = \$475		-
16	5212	Lodging & Meals	Scarritt-Bennett lodging @ \$65 per night x 4 nights X 61 (participants and staff). Meals @ \$160 per person ( 4 B; 4 L; 4 D) x 61 (participants and staff)		-
17	5214	Entertainment	Entertainment		-
18	5300	Facilities Rent	Meeting room fees @ Scarritt-Bennett, based on Laskey Great Hall		-
19	5301	Conference Equipment Rental	Audiovisual equipment: data projector, screen, microphone, flipcharts		-
20	5302	Meal Functions	Meal functions, 7 refreshment breaks (Th: M, A; Fri: M, A; Sat: M, A, Sun: M) x \$14 per x 66 (participants, faculty, staff)		-
21	5304	Speaker/Guest Expenses	Faculty expenses , Transportation for 7 faculty (three Assessment, two IT, two observers) @ \$400 = \$2,800; lodging 5 nights @ \$65 per night x 7 faculty = \$2,275; meals @ \$135 per person x 7 = \$945; shuttles @ \$30 per x 7 = \$210; two days per diem @ \$50 per person x 7= \$700		-
22	5305	Speaker/Guest Honorarium	Faculty honoraria, 5 faculty @ \$2,400 each		-
23	5402	Printing-O/S	Handout printing, notebook production		-
24	5420	Copyright Fees	Copyright fees		-
25	5500	Supplies/Operating	60 binders/dividers @ \$12 each = \$720; Misc. supplies @ \$200		-
26	5543	Bad Debt Expense	Bad Debt		-
27	5599	Misc. Expense			-
28	5902	IUT-ITTS	IUT-Data Processing		-
29	5905	IUT-Telephone	IUT-Phone		-
30	5909	IUT-Dist. Center	IUT-Distribution		-
31	5910	IUT-Repro.	IUT-Reprographics		-
32	5940	IUT-Registration Processing	Registration processing		-
33	5911	IUT-General Overhead	IUT General overhead		-
34			<b>Total Expenses</b>		-
35			<b>Net</b>		-

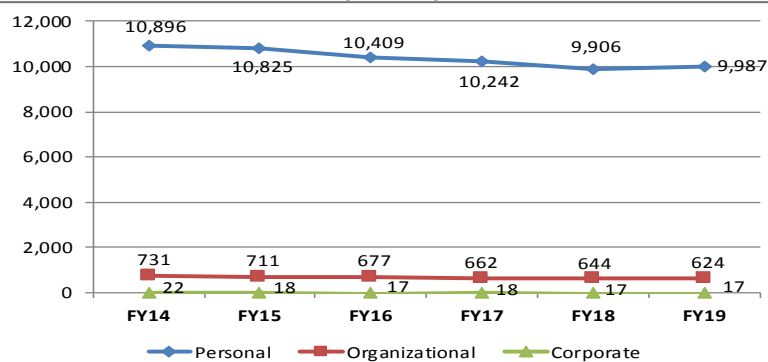
	B	C	Q	R	S	T	U	V	W
1	ALA Budget Worksheet								
2	ACRL								
3	Project: 3838 Scholarships								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
8									
9	Total Revenues		\$0	\$0	\$0	\$0	\$0	\$0	\$0
10									
11	EXPENSES								
12	5000	Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	5010	Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	5306	Awards	\$0	\$77,595	\$27,315	\$81,270	\$28,295	\$101,000	\$43,000
15	5530	Depr/Furn & Equipment	\$0	\$0	\$0	\$0	\$0	0	0
16	5599	Misc. Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	5560	Organization Support/Contrib.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
18	5940	IUT-Registration Processing	\$0	\$0	\$0	\$0	\$4,075	\$0	\$0
19	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$8,475	\$0	\$0
20									
21	Total Expenses		\$0	\$77,595	\$27,315	\$81,270	\$40,845	\$101,000	\$43,000
22									
23	Net		\$0	(\$77,595)	(\$27,315)	(\$81,270)	(\$40,845)	(\$101,000)	(\$43,000)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3838		
4		Project Name:	ACRL Scholarship		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8					\$0
9			Total Revenues		\$0
10	5306	Awards	2020 Immersion Program @ \$12,000; e-Learning @ \$1,000; RBMS Conference @ \$16,000 (funded by conference revenue profit sharefrom prior year); Support of two ALA Spectrum Scholars: \$14,000		43,000
11	5350	Program Allocation			
12			Total Expenses		43,000
13			Net		(\$43,000)

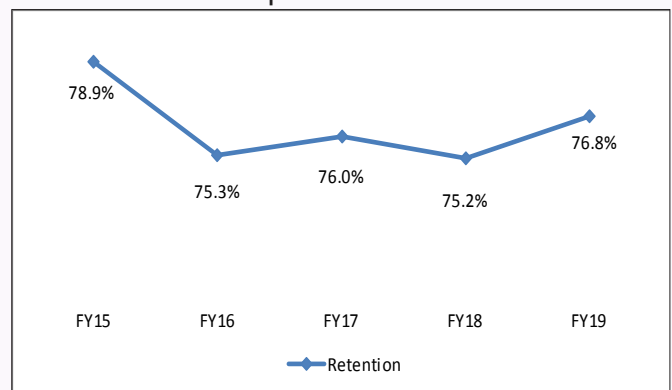
# ACRL Dashboard Metrics

## Membership

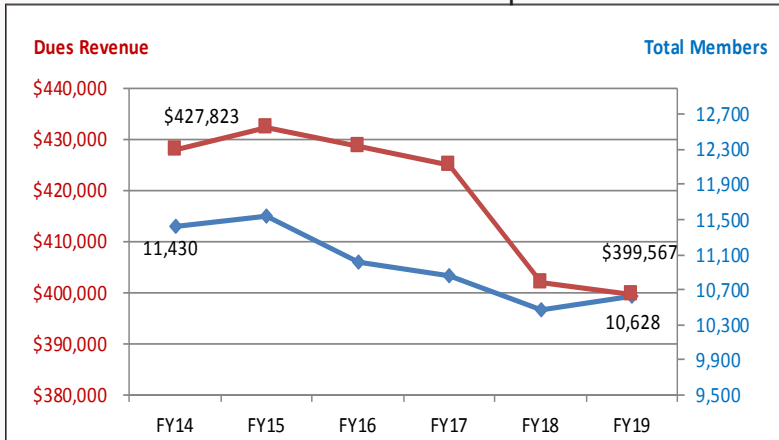
### 1. ACRL Membership Composition FY14–FY19



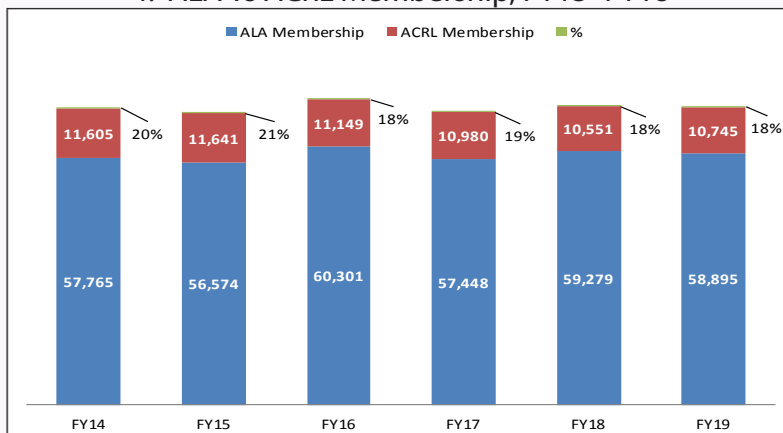
### 2. YTD Membership Retention Rates FY15–FY19



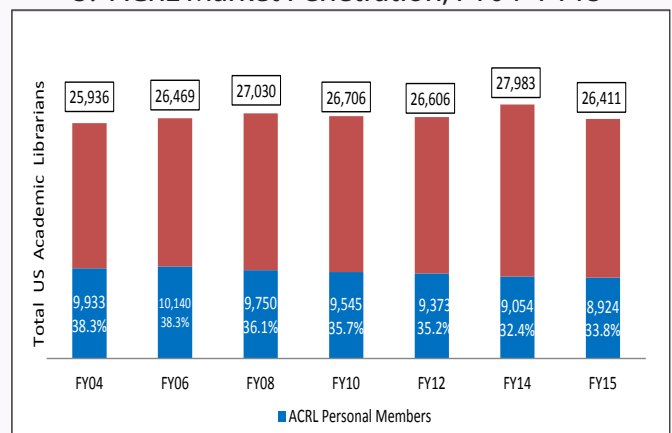
### 3. ACRL Dues Revenue & Membership FY13–FY19



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

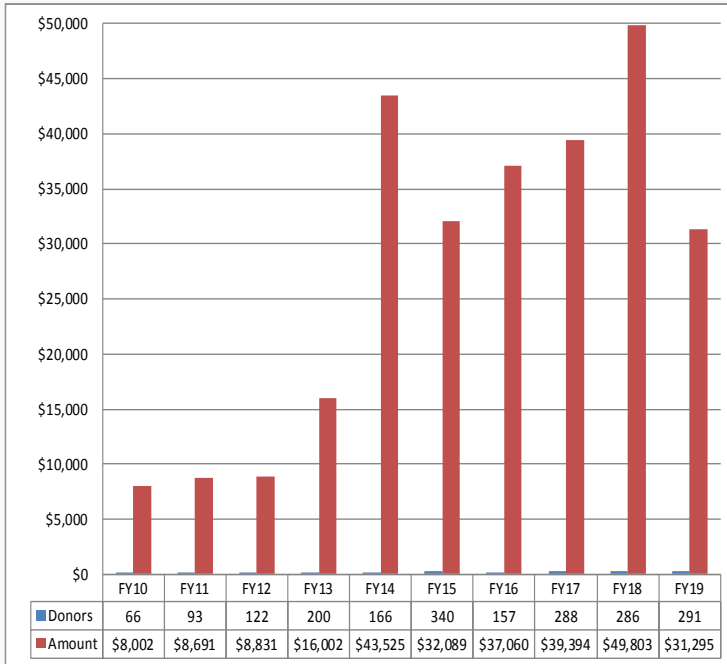


### 5. ACRL Market Penetration, FY04–FY15



## Friends of ACRL

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

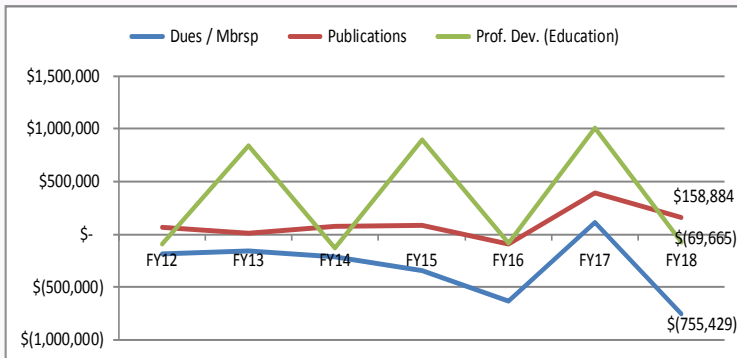


**FRIENDS**  
OF ACRL

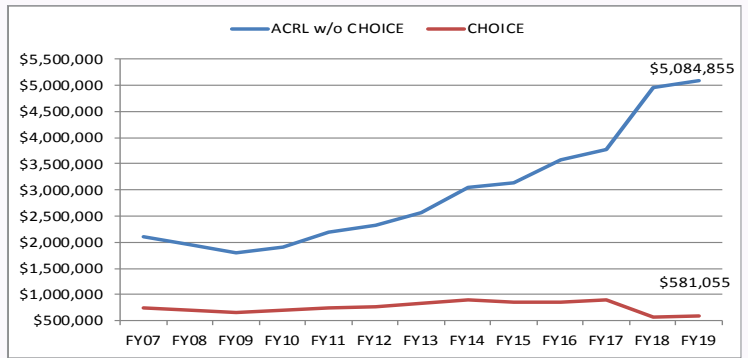
Chart 6: FY19 based on data through April 18, 2019.

## Budget

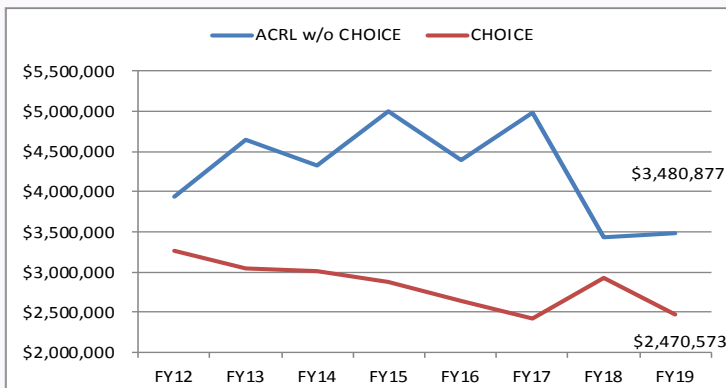
## 7. Net of Business Lines



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



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



## 10. ACRL &amp; CHOICE Net Revenues

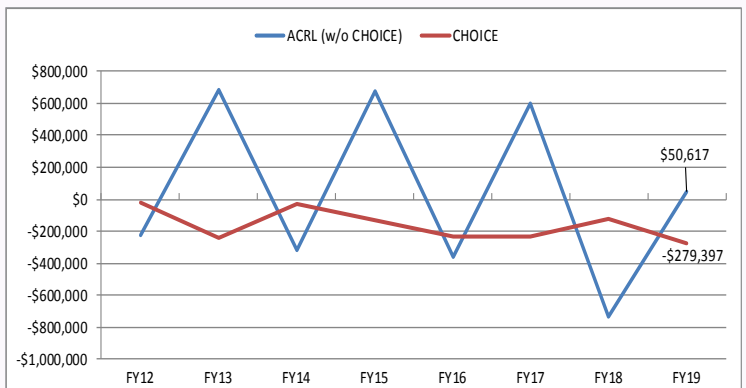


Chart 7 based on FY18 August 2018 (3rd close). Charts 8-10 based on April 2019. Chart 8: FY18 includes \$350K Choice to ACRL transfer.



## 404 FY20 CHOICE Budget at a Glance

		Includes Write-down							
		FY20B	FY19F	FY20B v FY19F	FY18	FY20B v FY18	FY17	FY16	FY15
<b>TOTAL REVENUES</b>		2,679,271	2,605,038	74,234	2,813,284	(134,013)	2,940,493	2,892,975	3,017,390
<b>TOTAL EXPENSES</b>		2,668,331	2,819,557	151,225	2,945,285	276,954	3,055,258	3,129,365	3,150,448
<b>NET REVENUES</b>		<b>10,940</b>	<b>(214,519)</b>	<b>225,459</b>	<b>(132,001)</b>	<b>142,941</b>	<b>(114,765)</b>	<b>(236,390)</b>	<b>(133,058)</b>
<b>REVENUE</b>									
<b>SUBSCRIPTIONS</b>									
3900	4110 Choice magazine	394,203	398,309	(4,106)	429,171	(34,968)	445,608	519,261	546,882
3901	4110 Reviews on Cards	90,603	93,465	(2,862)	100,070	(9,467)	116,186	141,372	148,602
	Subtotal: Choice Print	484,806	491,774	(6,968)	529,241	(44,435)	561,794	660,633	695,484
3913	4110 Choice Reviews	689,224	668,547	20,677	678,076	11,148	684,248	652,009	679,982
	Subtotal: All Choice	1,174,030	1,160,321	13,709	1,207,317	(33,287)	1,246,042	1,312,642	1,375,466
3905	4110 Resources for College Libraries	147,125	142,225	4,900	138,545	8,580	147,579	145,365	195,935
3915	4110 Open Choice	0	0	0	0	0	0	0	0
3918	4110 CC Advisor (Choice)	37,500	37,500	0	32,130	5,370	0	0	0
<b>4110</b>	<b>TOTAL SUBSCRIPTIONS</b>	<b>1,358,655</b>	<b>1,340,046</b>	<b>18,609</b>	<b>1,377,992</b>	<b>(19,337)</b>	<b>1,393,621</b>	<b>1,458,007</b>	<b>1,571,401</b>
<b>ADVERTISING &amp; SPONSORED CONTENT</b>									
	4143 Mobile app gross (Choice)	0	0	0	8,564	0	17,692	0	0
3904	4610 Commissions	0	0	0	(101)	0	(1,235)	0	0
	<b>Mobile app net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,463</b>	<b>(8,463)</b>	<b>16,457</b>	<b>0</b>	<b>0</b>
	4140 Choice magazine	300,000	280,000	20,000	352,534	(52,534)	439,984	437,178	441,333
3907	4611 Commissions and agency fees	(13,500)	(9,800)	(3,700)	(10,856)	(2,644)	(17,239)	(23,274)	(30,771)
	<b>Choice magazine net</b>	<b>286,500</b>	<b>270,200</b>	<b>16,300</b>	<b>341,678</b>	<b>(55,178)</b>	<b>422,745</b>	<b>413,904</b>	<b>410,562</b>
	4143 Choice Reviews gross	30,000	188,799	(158,799)	183,340	(153,340)	196,813	163,787	183,734
3913	4610 Commissions	(1,350)	(6,136)	4,786	(5,601)	4,251	(7,743)	(58,589)	(9,572)
	<b>Choice Reviews net</b>	<b>28,650</b>	<b>182,663</b>	<b>(154,013)</b>	<b>177,739</b>	<b>(149,089)</b>	<b>189,070</b>	<b>155,198</b>	<b>174,162</b>
	4140 Content marketing (whitepapers, podcasts)	30,000	46,300	(16,300)	55,500	(25,500)	0	0	0
	4143 Digital marketing (eblasts, newsletters)	202,500	see 3913	see 3913	see 3913	see 3913			
3914	4610 Digital commissions	(9,113)	see 3913	see 3913	see 3913	see 3913			
	4611 Print commissions	(1,350)	(2,315)	965	(4,028)	2,678	0	0	0
	<b>Choice content marketing net</b>	<b>222,038</b>	<b>43,985</b>	<b>178,053</b>	<b>51,472</b>	<b>170,566</b>	<b>0</b>	<b>0</b>	<b>0</b>
	4143 CC Advisor gross (Choice)	12,500	14,000	(1,500)	12,323	177	0	0	0
3918	4610 Commissions	(563)	(420)	(143)	(506)	(57)	0	0	0
	<b>CC Advisor net</b>	<b>11,938</b>	<b>13,580</b>	<b>(1,643)</b>	<b>11,817</b>	<b>121</b>	<b>0</b>	<b>0</b>	<b>0</b>
3909	4611 Webinar commissions	(7,459)	(4,182)	(3,277)	(4,254)	(3,205)	(7,359)	(5,973)	0
	<b>4140 Print Advertising Gross</b>	<b>330,000</b>	<b>326,300</b>	<b>3,700</b>	<b>408,034</b>	<b>(78,034)</b>	<b>439,984</b>	<b>437,178</b>	<b>441,333</b>
	<b>4143 Digital Advertising Gross</b>	<b>245,000</b>	<b>202,799</b>	<b>42,201</b>	<b>204,227</b>	<b>40,773</b>	<b>214,505</b>	<b>163,787</b>	<b>183,734</b>
	<b>Subtotal x webinars</b>	<b>575,000</b>	<b>529,099</b>	<b>45,901</b>	<b>612,261</b>	<b>(37,261)</b>	<b>654,489</b>	<b>600,965</b>	<b>625,067</b>
	<b>4611 Sales Commission: Print</b>	<b>(22,309)</b>	<b>(16,297)</b>	<b>(6,012)</b>	<b>(19,138)</b>	<b>(3,171)</b>	<b>(24,598)</b>	<b>(29,247)</b>	<b>(30,771)</b>
	<b>4610 Sales Commission: Digital</b>	<b>(11,025)</b>	<b>(6,556)</b>	<b>(4,469)</b>	<b>(6,208)</b>	<b>(4,817)</b>	<b>(8,978)</b>	<b>(8,589)</b>	<b>(9,572)</b>
	<b>Subtotal Commissions</b>	<b>(33,334)</b>	<b>(22,853)</b>	<b>(10,481)</b>	<b>(25,346)</b>	<b>(7,988)</b>	<b>(34,613)</b>	<b>(38,836)</b>	<b>(40,343)</b>
	<b>Total Advertising x Webinars</b>	<b>541,666</b>	<b>506,246</b>	<b>35,420</b>	<b>586,915</b>	<b>(45,249)</b>	<b>619,876</b>	<b>563,129</b>	<b>584,724</b>
3909	4105 Webinars gross (Choice)	165,750	139,400	26,350	106,675	59,075	105,600	91,300	77,750
	<b>TOTAL ADVERTISING &amp; SPONSORED CONTENT</b>	<b>707,416</b>	<b>645,646</b>	<b>61,770</b>	<b>693,590</b>	<b>13,826</b>	<b>725,476</b>	<b>654,429</b>	<b>662,474</b>
<b>ROYALTIES</b>									
3900	4421 Choice (CCC, reprints, etc.)	1,000	524	476	931	69	6,189	1,318	271
3902	4421 Choice reviews	510,200	500,724	9,476	514,160	(3,960)	561,853	500,089	492,013
3905	4421 Resources for College Libraries	8,000	15,000	(7,000)	15,000	(7,000)	78,500	119,964	130,483
	<b>TOTAL ROYALTIES</b>	<b>519,200</b>	<b>516,248</b>	<b>2,952</b>	<b>530,091</b>	<b>(10,891)</b>	<b>646,542</b>	<b>621,371</b>	<b>622,767</b>
<b>MISCELLANEOUS SALES</b>									
3900	4109 Misc. Sales	2,000	1,098	902	1,847	153	5,638	7,102	6,659
3905	4109 RCL Reimbursement	0	0	0	79,713	(79,713)	82,090	70,962	80,000
3913	4109 EBSCO affiliate fee	12,000	12,000	0	12,000	0			
	<b>TOTAL MISC SALES</b>	<b>14,000</b>	<b>13,098</b>	<b>902</b>	<b>93,560</b>	<b>(79,560)</b>	<b>87,728</b>	<b>78,064</b>	<b>86,659</b>
<b>MISCELLANEOUS REVENUE</b>									
3900	4490 Remaindered books	80,000	90,000	(10,000)	118,051	(38,051)	87,126	81,104	74,089
	<b>TOTAL MISC REVENUE</b>	<b>80,000</b>	<b>90,000</b>	<b>(10,000)</b>	<b>118,051</b>	<b>(38,051)</b>	<b>87,126</b>	<b>81,104</b>	<b>74,089</b>
<b>TOTAL REVENUES</b>		<b>2,679,271</b>	<b>2,605,038</b>	<b>74,234</b>	<b>2,813,284</b>	<b>(134,013)</b>	<b>2,940,493</b>	<b>2,892,975</b>	<b>3,017,390</b>

<b>EXPENSES</b>	Payroll and Related Expenses	1,626,842	1,812,747	185,905	1,618,841	(8,001)	1,586,901	1,380,512	1,388,005
	Outside Services	54,650	67,692	13,042	187,180	132,530	322,293	438,545	411,743
	Travel and Related Expenses	40,550	59,010	18,460	38,949	(1,601)	48,575	52,412	48,851
	Meetings and Conferences	15,500	16,050	550	13,658	(1,842)	12,495	11,752	11,463
	Publication-related Expenses	360,971	298,930	(62,041)	303,821	(57,150)	308,158	487,107	503,325
	Operating Expenses	240,262	316,589	76,327	421,091	180,829	394,287	410,142	388,720
	<b>Subtotal Direct Expenses</b>	<b>2,338,775</b>	<b>2,571,018</b>	<b>232,243</b>	<b>2,583,540</b>	<b>244,765</b>	<b>2,672,709</b>	<b>2,780,470</b>	<b>2,752,107</b>
	<b>Subtotal Indirect Expenses (IUTs)</b>	<b>(54,672)</b>	<b>(5,165)</b>	<b>49,507</b>	<b>(59,354)</b>	<b>(4,682)</b>	<b>(55,257)</b>	<b>(89,222)</b>	<b>(73,153)</b>
	IUT/Overhead	355,003	346,584	(8,419)	371,353	16,350	388,206	374,640	383,209
	IUT/Allocations (Liberty Square)	29,225	24,323	(4,902)	49,746	20,521	55,905	63,477	81,980
	UBIT	0	0	0	0	0	(6,305)	0	6,305
	<b>Subtotal Overhead</b>	<b>384,228</b>	<b>370,907</b>	<b>(13,321)</b>	<b>421,099</b>	<b>36,871</b>	<b>437,806</b>	<b>438,117</b>	<b>471,494</b>
<b>TOTAL EXPENSES</b>		<b>2,668,331</b>	<b>2,936,760</b>	<b>268,429</b>	<b>2,945,285</b>	<b>276,954</b>	<b>3,055,258</b>	<b>3,129,365</b>	<b>3,150,448</b>



## FY20B

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	TOTAL
Sales/Pamphlets	4101														0
Sales Audiovisual	4102														0
Sales/On-line	4103														0
Sales/Rental-Mail Lists	4104														0
Sales/Webinars, Webcasts. Web CE	4105								\$165,750						165,750
Sales/ALA Store	4108														0
Sales/Miscellaneous	4109		\$2,000			\$0					\$12,000				14,000
Subtotal-Other Sales		0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$165,750	\$0	\$12,000	\$0	\$0	\$0	179,750
Subscriptions	4110		\$394,203	\$90,603		\$147,125					\$689,224			\$37,500	1,358,655
Subtotal-Subscriptions		\$0	\$394,203	\$90,603	\$0	\$147,125	\$0	\$0	\$0	\$0	\$689,224	\$0	\$0	\$37,500	1,358,655
Advertising/Gross	4140						\$300,000					\$30,000			330,000
Advertising/Classified	4142														0
Advertising/Online	4143										\$30,000	\$202,500		\$12,500	245,000
Comm/Online Advertising	4610										(\$1,350)	(\$9,113)		(\$563)	(11,025)
Comm/Sales Rep	4611						(\$13,500)		(\$7,459)			(\$1,350)			(22,309)
Comm/Adv. Agency	4612														0
Subtotal-Advertising		\$0	\$0	\$0	\$0	\$0	\$286,500	\$0	(\$7,459)	\$0	\$28,650	\$222,038	\$0	\$11,938	\$41,666
Registration Fees	4200														0
Exhibit Space Rentals	4210														0
Meal Functions	4220														0
Subtotal-Meetings & Conf.			\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0		\$0	\$0	0
Grants & Awards-Exchange	4300														0
Grants & Awards-Temporary Restricted	4301														0
Subtotal-Grants & Awards			\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0		\$0	\$0	0
Donations/Honoraria	4400														0
Interest/Dividends	4420														0
Royalties-Exempt	4421		\$1,000		\$510,200	\$8,000									\$19,200
L-T Invest. Gain/Loss-Realized	4422														0
L-T Invest. Gain/Loss-Unrealized	4423														0
Overhd-exempt Rev./Division	4429														0
Royalties-Non-Exempt	4430														0
Misc. Fees/Revenues	4490		\$80,000												80,000
Subtotal-Misc.		\$0	\$81,000	\$0	\$510,200	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$599,200
TOTAL REVENUES		\$0	\$477,203	\$90,603	\$510,200	\$155,125	\$286,500	\$0	\$158,291	\$0	\$729,874	\$222,038	\$0	\$49,438	2,679,271

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	TOTAL
															32.67%
		90.53%				5.74%	2.61%	1.12%							1.00
Salaries & Wages	5000	\$ 1,098,161	\$0	\$0	\$0	\$69,688	\$31,663	\$13,570	\$0	\$0	\$0	\$0	\$0	\$0	1,213,082
Temp Employees-In-House	5001	\$ 8,108	\$0			\$0	\$0	\$0	\$0	\$0		\$0			8,108
Overtime/Wages	5002	\$ -	\$0	\$0			\$3,500	\$1,500	\$0		\$0	\$0		\$0	5,000
Attrition Factor	5005														0
Accrued Vacation	5009														0
Employee Benefits	5010	\$ 363,609	\$0	\$0	\$0	\$21,908	\$10,431	\$4,703	\$0	\$0	\$0	\$0	\$0	\$0	400,652
Tuition Reimbursement	5015														0
Prof Memberships	5016	\$ -	\$0												0
Payroll & Related Exp.		\$1,469,878	\$0	\$0	\$0	\$91,596	\$45,594	\$19,773	\$0	\$0	\$0	\$0	\$0	\$0	1,626,842
Temp Employee/Outside	5100	\$ -	\$0			\$0					\$0				0
Professional Services	5110	\$ 30,000	\$0	\$0		(\$50,000)	\$0		\$0	\$0	\$0	\$10,000		\$0	(10,000)
Legal Fees	5120														0
Audit/Tax Fees	5121														0
Bank Service Fees	5122	\$ 18,000					\$0								18,000
Repairs/Maintenance	5140	\$ 16,400	\$0				\$1,750						\$28,500		46,650
Messenger Service	5150														0
Duplication/Outside	5151														0
Outside Services		\$64,400	\$0	\$0	\$0	(\$50,000)	\$1,750	\$0	\$0	\$0	\$0	\$10,000	\$28,500	\$0	54,650
Transportation	5210	\$ 6,750	\$0			\$450	\$945	\$405		\$900	\$0	\$0		\$225	9,675
Lodging & Meals	5212	\$ 19,900	\$0			\$1,100	\$2,310	\$990		\$2,200	\$0	\$0		\$550	27,050
Entertainment	5214	\$ 1,200										\$0			1,200
Business Meetings	5216	\$ 2,400	\$0			\$0	\$0	\$0				\$0		\$225	2,625
Travel and Related Expenses		\$30,250	\$0	\$0	\$0	\$1,550	\$3,255	\$1,395	\$0	\$3,100	\$0	\$0	\$0	\$1,000	40,550
Facilities Rent	5300									\$0					0
Conference Equipment Rental	5301									\$6,000				\$500	6,500
Meal Functions	5302									\$350				\$0	350
Exhibits	5303									\$7,500				\$1,150	8,650
Speaker/Guest Expenses	5304														0
Speaker/Guest Honorarium	5305					\$0									0
Awards	5306														0
Security Services	5307														0
Special Transportation	5308														0
Audio/Visual Equip Rental & Labor	5309														0
Computer Rental/Internet Connection	5310														0
Program Allocation	5350														0
Meetings & Conferences		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,850	\$0	\$0	\$0	\$1,650	15,500

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	TOTAL
Edit/Proofreading-O/S	5400		\$1,247	\$291	\$1,493						\$1,969				5,000
Typesetting/Comptn-O/S	5401		\$3,000												3,000
Printing-O/S	5402		\$90,000	\$30,000			\$0	\$0		\$1,000				\$0	121,000
Binding-O/S	5403														0
Design Service-O/S	5404		\$0				\$0	\$0	\$0	\$6,000		\$0		\$0	6,000
Review Service	5406														0
Mail Service-O/S	5410		\$16,500	\$6,200						\$750				\$0	23,450
Advertising/Space	5411									\$13,000				\$1,078	14,078
Advertising/Direct	5412									\$1,000				\$0	1,000
Mail List Rental	5413									\$3,000				\$0	3,000
Supplies/Production	5414		\$4,200	\$7,200											11,400
Pre-Press/Photo Services	5415		\$0												0
Adv Production Cost	5416														0
Copyright Fees	5420		\$720												720
Web Operating Expenses	5430	4160	\$4,714	\$0		\$0				\$80,125	\$36,000			\$7,325	132,324
Webinars/Webcasts/Web CE Exp	5431								\$5,000						5,000
Purchased Inventory	5432														0
Order Processing/Fulfillment	5433		\$35,000											\$0	35,000
Cost of Sales	5480														0
Inventory Adjustment	5490														0
Inventory Reserve Adjustment	5499														0
Publication Related Expenses		\$4,160	\$155,380	\$43,691	\$1,493	\$0	\$0	\$0	\$5,000	\$104,875	\$37,969	\$0	\$0	\$8,403	360,971
Staff Recruitment/Relocation	5030	\$ -	\$0			\$0									0
Staff Development	5031	\$ -	\$0			\$0	\$0	\$0		\$0	\$0				0
Supplies/Operating	5500	\$ 11,500					\$0	\$0	\$0			\$0			11,500
Equipment/Software-Minor	5501	\$ 1,500													1,500
Ref Matls/Periodicals	5502		\$13,745			\$0									13,745
Insurance	5510														0
Equipment Rental/Lease	5520	\$ 4,500				\$0									4,500
Space Rent	5521												\$18,000		18,000
Telephone & Fax/O/S	5522	\$ 3,250	\$800				\$700	\$300		\$0			\$0	\$0	5,050
Postage & E-Mail/O/S	5523	\$ 56,000	\$0			\$0	\$0	\$0	\$0	\$0			\$0		56,000
Utilities	5525												\$17,314		17,314
Depr/Furn & Equipment	5530	\$ 4,000	\$9,849								\$66,939			\$0	80,788
Depr/Building	5531														0
Amortization/Equip Lease	5532													\$57,230	57,230
Royalty Expense	5540								\$0						0
Bad Debt Expense	5543						\$0								0
Interest Expense	5544														0
Taxes/Property	5545	\$ -	\$0												0
Promotion	5550									\$1,750					1,750
Organization Support/Contrib.	5560	\$ -													0
Misc. Expense	5599	\$ 1,500	\$0			\$0							\$0	(\$28,615)	(27,115)
Operating Expenses		\$82,250	\$24,394	\$0	\$0	\$0	\$700	\$300	\$0	\$1,750	\$66,939	\$0	\$35,314	\$28,615	240,262

## ACRL AC19 B&amp;F Doc 12.1

[illegible]

Unit No.:	404
Unit Name:	CHOICE
Project No.:	0000
Project Name:	Administrative (G&A)

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

LINE # LINE ITEM DESCRIPTION

\$1,163,559

FY20B

		All Choice	% this Project	0000	
5000	Salaries & Wages	\$ 1,213,082	0.00%	\$ 1,098,161	1,098,161

64

5001	Temp Employees In-House	Interns	FY20B	
			\$8,108	
			\$8,108	8,108

65

5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	\$0	
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5010	Employee Benefits	Staff	Rate	Benefits	
			33.00%	\$362,393	
		Temps	15.00%	\$1,216	
				\$363,609	363,609

70

5016	Prof Memberships	Professional association memberships	\$0	0
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Subtotal - Payroll & Related Expense \$1,469,878

74

5100	Temp Employee/Outside	Position	Hours	Avg Rate	FY20B	
					\$0	
		Totals			\$0	0

75

5110	Professional Services	Description	FY20B	
		Network & disaster recovery support svcs/Synergy	\$30,000	
			\$0	
			\$30,000	30,000

Unit No.:	404
Unit Name:	CHOICE
Project No.:	0000
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LINE #	LINE ITEM DESCRIPTION			FY18	FY20B
78	Bank Service Fees	Bank service fees on CHOICE accounts--ALL PROJECTS go here	2.85%	\$ 18,000	\$18,000
5122					18,000

				Description		FY20B
				Repairs/Maint - Server warranty/maint	\$	2,600.00
		server warranty/maint		Repairs/Maint - Router, firewall warranty.maint	\$	1,300.00
				Repairs/Maint - Web appliance	\$	2,100.00
				Repairs/Maint - SSL licensing	\$	600.00
				Repairs/Maint - Virtual management software, apps	\$	2,700.00
				Repairs/Maint - Copier, printers svc	\$	4,500.00
				Repairs/Maint - Software assurance	\$	2,600.00
79	5140	Repairs/Maintenance			\$0	\$0
					\$	16,400
						16,400

<b>Subtotal - Outside Services</b>	<b>64,400</b>
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			Conference	Events	Staff	Cost	FY20B
			SPOS	1	1	\$450	\$450
			Charleston	1	2	\$450	\$900
			ALA Midwinter	1	3	\$450	\$1,350
			ALA Annual	1	3	\$450	\$1,350
			ACRL Biannual Conference	0	0	\$450	\$0
		Mark	Other	2	1	\$450	\$900
			Publisher trips to ALA, productOps, etc.	2	2	\$450	\$1,800
85	5210	Transportation					\$6,750

			Conference	Events	Staff	Cost	FY20B
			SPOS	1	1	\$1,100	\$1,100
			Charleston	1	2	\$1,100	\$2,200
			ALA Midwinter	1	3	\$1,100	\$3,300
			ALA Annual	1	3	\$1,100	\$3,300
			ACRL Biannual Conference	0	0	\$1,100	\$0
			Other	2	1	\$1,100	\$2,200
			Publisher trips to ALA, productOps, etc.	3	2	\$1,100	\$6,600
			ACRL Ex Dir trips to CHOICE	2	1	\$600	\$1,200
							\$0
86	5212	Lodging & Meals					\$19,900
							19,900

		FY20B	
5214	Entertainment	\$1,200	
		\$1,200	1,200

Unit No.:	404
Unit Name:	CHOICE
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<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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					FY20B	
88	5216	Business Meetings	Includes conference registrations (except 3918)	\$2,400	\$2,400	2,400

<b>Subtotal - Travel and Related Expenses</b>	<b>\$</b>	<b>29,050</b>
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					FY20B	
		Seats	Months	Rate		
	X-Tags			\$	500	
	Freshdesk			\$	1,920	
	FreshSales	5	12	\$25	1,500	
	Zapier		12	\$20	240	
5430	Web Operating Expenses				4,160	4,160

Subtotal - Publication-Related Expenses	\$	4,160
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131	5030	Staff Recruitment/Relocation	Item	#	Est. Cost	FY20B
			Recruiting expense/local searches	0	\$1,000	\$0
			Recruiting expense/national searches	0	\$7,500	\$0
			<b>Total</b>			\$0

132	5031	Staff Development	\$0	0
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				FY20B	
133	5500	Supplies/Operating	General office supplies, e.g. paper, file folders	\$11,500	11,500

				FY20B	
134	5501	Equipment/Software-Minor	Small office equipment & software	\$ 1,500	
				\$ 1,500	1,500

			Item	#	Periods	Monthly cost	FY20B	
			Adobe Creative Cloud				\$1,350	
			GoToMyPC annual fee				\$450	
			Microsoft desk access				\$1,500	
			Water cooler rental	1	12	\$45	\$540	
			Coffee machine rental	1	12	\$40	\$240	
			Postage: Endicia software	1	12	\$35	\$420	
137	5520	Equipment Rental/Lease				\$120	\$4,500	4,500

Unit No.:	404
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Project No.:	0000
Project Name:	Administrative (G&A)

LINE #	LINE ITEM DESCRIPTION					
139	5522 Telephone & Fax/O/S	Item			FY20B	
		Frontier (analog line)			\$2,800	
		Conference call services (GoToMeeting)			\$450	
		Total			\$3,250	3,250
140	5523 Postage & E-Mail/O/S	Item			FY20B	
		Comcast primary		\$	15,500.00	
		Comcast secondary		\$	2,000.00	
		Voice line		\$	9,000.00	
		FedEx		\$	1,500.00	
		Postage (Endicia) and other		\$	28,000.00	
		Total			\$56,000	56,000
142	5530 Depr/Furn & Equipment	FY18 new purchases	Items	Total	Years	FY20B
			HP workstations	\$ 12,000	3	\$2,000
			Network server and upgrades	\$ 12,000	3	\$2,000
		Prior Years	office equip (from Finance)			\$0
			TOTAL			\$4,000
148	5545 Taxes/Property	CHOICE property tax (postage meter/computer leases)			FY20B	
					\$0	
					\$0	0
150	5560 Organization Support/Contrib.	ACRL National Conference sponsorship (odd # years)			FY20B	
					\$0	0
151	5599 Misc. Expense	Miscellaneous office expenses			FY20B	
					\$1,500	1,500
		Subtotal - Operating Expenses	\$		82,250	
	5904 Transfer to/from Endowment	Description			FY20B	
		LTI interest transfer to Magazine project			(\$42,840)	(42,840)



Unit No.:	404
Unit Name:	CHOICE
Project No.:	0000
Project Name:	Administrative (G&A)

LINE #	LINE ITEM DESCRIPTION								
		ACRL charge for administrative services						FY20B	
			40.00			ACRL to Choice		\$12,967	
			1820.00	2.20%		Choice to ACRL for Erin Nevius			
168	5941	IUT-CHOICE						\$12,967	12,967
								FY20B	
	5999	IUT-Misc.						\$0	0
						Subtotal - Inter-Unit Transfers		(\$29,873)	
188	5600	Taxes/Income						FY20B	
		FY15 UBIT set-aside						\$0	0
						Subtotal - Overhead and Taxes		0	
						TOTAL PROJECT EXPENSES (G&A)		\$1,621,065	
						NET PROJECT REVENUE		(\$1,621,065)	
						G&A as % of Revenue		60.50%	
						G&A as % of Expenses		60.75%	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3900
Project Name:	Choice Magazine

	LINE #	LINE ITEM DESCRIPTION	FY20B
	REVENUES		
19	4104	Sales/Rental-Mail Lists Income from rental of CHOICE mailing list	\$0
			FY20B \$0
22	4109	Sales/Miscellaneous Single-copy and Choice Select sales OAT seals: print and digital	\$189.00
		End Select program	15 \$2,000
			FY20B \$2,000
26	4110	Subscriptions	
			95% FY15 546,882
			96% FY16 519,261
			96% FY17 445,608
			96% FY18 429,171
			96% FY19B 410,628
			96% FY20B 394,203
			394,203
52	4421	Royalties-Exempt Description Copyright Clearance Ctr & reprint fees	\$1,000
			FY20B \$1,000
			\$0 \$1,000
			1,000
57	4490	Misc. Fees/Revenues Income from sale of reject books/misc. revenues Total	\$80,000
			FY20B \$80,000
			\$80,000
			80,000
		TOTAL PROJECT REVENUES	\$477,203
	EXPENSES		
			FY16
	5000	Salaries & Wages	All Choice % this Project \$3,900
			\$ 1,213,082 0.00% \$ -
			\$0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3900
Project Name:	Choice Magazine

LINE #	LINE ITEM DESCRIPTION					FY20B
64	5001 Temp Employees-In-House					0
65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	\$	FY15 216	FY15B \$1,000	0
	5010 Employee Benefits			Staff	Rate	FY20B
				Temps	33.00%	\$0
					15.00%	\$0
						-
70	5016 Prof Memberships		\$	FY14 -	FY15B \$2,750	0
				Subtotal - Payroll & Related Expense		\$0
74	5100 Temp Employee/Outside				FY20B	0
				Other		0
75	5110 Professional Services	Description			FY20B	0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3900
Project Name:	Choice Magazine

LINE #	LINE ITEM DESCRIPTION	Description	FY20B	FY20B			
		Choice Connect annual support/hosting	AWS--recorded at 3913 and 3918				
			\$ -				
			\$ -				
5140	Repairs/Maintenance		\$ -	0			
Subtotal - Outside Services			0				
	Billing	Conference	Events	Staff	Cost	FY20B	
	Feb	ALA Midwinter	1	0	\$450	\$0	
	Nov	Charleston	1	0	\$450	\$0	
	July	ALA Annual	1	0	\$450	\$0	
	March	Other	0	0	\$250	\$0	
			0	0	\$450	\$0	
		ACRL Biannual Conference	0	0	\$450	\$0	
5210	Transportation				\$2,500	\$0	0
	Billing	Conference	Events	Staff	Cost	FY20B	
	Feb	ALA Midwinter	1	0	\$1,100	\$0	
	Nov	Charleston	1	0	\$1,100	\$0	
	July	ALA Annual	1	0	\$1,100	\$0	
	March	Other	0	0	\$250	\$0	
			0	0	\$1,100	\$0	
		ACRL Biannual Conference	0	0	\$1,100	\$0	
5212	Lodging & Meals					\$0	0
		Event/Location	Events	Avg. Cost	FY20B		
		Meetings with business partners & prospects	0	\$250	\$0		
5216	Business Meetings				\$0		0
Subtotal - Travel and Related Expenses			0				
		Description	FY20B				
		Copyediting Allocation	\$1,247				
5400	Editl/Proofreading-O/S	Total editorial & proofreading	\$1,247				1,247
		Description	FY20B				
5401	Typesetting/Comptn-O/S	Walsworth	\$3,000				3,000
		Description	FY20B				
5402	Printing-O/S	Walsworth	\$90,000				90,000
5404	Design Service-O/S		\$0			\$0	0
		Type of Service	FY20B				
		Mailing and postage for magazine (12 issues):postal service and Walsworth	\$ 12,500				
		Fulfillment mailing services (ESP/USPS)	\$ 4,000				
		Total Mailing Expense	\$ 16,500				16,500
			FY20B				
5414	Supplies/Production	Layout and printing supplies (stripping)	\$4,200				4,200

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3900
Project Name:	Choice Magazine

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B	FY20B
118	5415 Pre-Press/Photo Services	Pre-press graphics services (primarily covers)	\$ -	\$0	\$0	0
120	5420 Copyright Fees	Copyright Office registration fees			\$720	720
	5430 Web Operating Expenses	ESP All Choice pubs go here CCA in 3918	Pubs 3	Unit \$131	Months 12.00	Total \$4,714
					Total	\$4,714
124	5433 Order Processing/Fulfillment	Vendor/Description ESP/fulfillment expenses: includes Choice, Cards, and Choice Reviews			\$ 35,000	35,000
		Subtotal - Publication Related Expenses			155,380	
131	5030 Staff Recruitment/Relocation	Item	#	Est. Cost	FY20B	
		Recruiting expense/local searches	\$0	\$1,000	\$0	
		Recruiting expense/national searches	\$0	\$7,500	\$0	
		Total			\$0	0
132	5031 Staff Development				\$0	0
	5501 Equipment/Software-Minor			\$ -	\$0	0
135	5502 Ref Matls/Periodicals	Item			FY20B	
		OCLC access charges (ALA Library IUT)				
		OCLC publishing services/bib data agreement		\$	12,745	
		EBSCO subscription at ALA				
		Other reference materials		\$	1,000	
				\$	13,745	13,745
139	5522 Telephone & Fax/O/S	Item			FY20B	
		ESP phone charges (all Choice pubs)			\$800	
		Total			\$800	800

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3900
Project Name:	Choice Magazine

LINE #	LINE ITEM DESCRIPTION			FY20B	FY20B
		Item			
		Choice mailroom: moved to 0000		\$0	
140	5523 Postage & E-Mail/O/S	Total		\$0	0
			Accrued Prior Year depreciation	FY20B \$9,849	
			\$	-	
142	5530 Depr/Furn & Equipment	Total		\$9,849	9,849
145	5540 Royalty Expense	Fee(s) for outside contributors to the magazine		\$0	0
				FY20B	
148	5545 Taxes/Property	CHOICE property tax (postage meter/computer leases)		\$0	0
				\$0	
151	5599 Misc. Expense	Miscellaneous office expenses		FY20B \$0	0
			Subtotal - Operating Expenses	24,394	
				FY20B	
158	5903 IUT-Subscription Processing		\$	-	0
			Subtotal - Inter-Unit Transfers	\$0	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3900
Project Name:	Choice Magazine

LINE #	LINE ITEM DESCRIPTION		Rate	FY17 Revenue	FY20B	FY20B
		FY2019 ALA overhead charges				
		4104 Rental Mail lists	13.25%	\$0	\$0	
		4109 Sales/Misc	13.25%	\$2,000	\$265	
		4110 Subscriptions	13.25%	\$394,203	\$52,232	
		4421 Royalties	13.25%	\$1,000	\$133	
		4490 Misc. Revenue	13.25%	\$80,000	\$10,600	
178	5911 IUT-General Overhead			\$477,203	\$63,229	63,229
188	5600 Taxes/Income	FY15 UBIT set-aside		FY14	FY15B	FY20B
				\$0	\$0	0
Subtotal - Overhead and Taxes					63,229	
TOTAL PROJECT EXPENSES					\$243,004	
NET PROJECT REVENUE					\$234,199	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3901
Project Name:	Choice Reviews on Cards

LINE #	LINE ITEM DESCRIPTION						FY20B
<b>REVENUES</b>							
		Y/Y %		82%	86%	95%	95%
		FY16	FY17	FY18	FY19B	FY20B	
		\$ 141,372	\$ 116,186	\$ 100,070	\$95,372	\$ 90,603	
4110	Subscriptions						<b>\$90,603</b>

<b>TOTAL PROJECT REVENUES</b>	<b>\$90,603</b>
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## EXPENSES

LINE #	LINE ITEM DESCRIPTION		All Choice	% this Project	\$3,901		FY20B
5000	Salaries & Wages		\$ 1,213,082.00	0.000%	\$0		\$0

5002	Overtime/Wages		FY20B	0
			\$0	

5010	Employee Benefits	FY20B	\$0	\$0
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Subtotal - Payroll & Related Expense	0
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		FY20B	
5110	Professional Services	\$0	0

<b>Subtotal - Outside Services</b>	<b>0</b>
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		Description	FY20B	
		Copyediting Allocation	\$291	
5400	Edit/Proofreading-O/S	Total editorial & proofreading	\$291	291



Unit No.:	404
Unit Name:	CHOICE
Project No.:	3901
Project Name:	Choice Reviews on Cards

LINE #	LINE ITEM DESCRIPTION	FY20B
109	5402 Printing-O/S FY2009-FY2012 printer = Sheridan FY2013 printer = Gasch	FY20B \$30,000 \$30,000
113	5410 Mail Service-O/S Mailing and postage for ROC's (12 issues)	FY20B \$6,200 \$6,200
117	5414 Supplies/Production Shipping materials	FY20B \$7,200 7,200
	5430 Web Operating Expenses Mobile app at 3904	FY20B \$0 \$0
	Subtotal - Publication Related Expenses	\$43,691
178	5911 IUT-General Overhead Line Item Revenue \$ Rate O/H Charge Subscriptions \$90,603 13.25% \$12,005	\$12,005 \$12,005
	Subtotal- Overhead and Taxes	\$12,005
	TOTAL PROJECT EXPENSES	\$55,696
	NET PROJECT REVENUE	\$34,908

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3902
Project Name:	Choice Reviews Licensing

LINE #      LINE ITEM DESCRIPTION

**REVENUES**

FY20B

		Revenues received from license agreements with publishing partners; details below		FY20B	
				FY18	
		B&T: Content Café and Title Source	\$ 44,928	\$ 45,000	
		EBSCO: new product		\$ -	
		EBSCO: OAT	\$ 7,500	\$ 7,500	
		EBSCO: GOBI	\$ 109,000	\$ 109,000	
		Emery Pratt		\$ -	
		Gale/Cengage	\$ 28,825	\$ 30,000	
		Ingram: iPage	\$ 12,750	\$ 12,750	
		Midwest	\$ 2,700	\$ 2,500	
		OCLC: OAT	\$ -	\$ 4,000	
		OCLC: SCS	\$ 25,000	\$ 25,000	
		ProQuest: Oasis	\$ 25,000	\$ 25,000	
		ProQuest: Summon	\$ 44,093	\$ 40,000	
		ProQuest: ebrary	\$ 9,500	\$ 9,500	
		ProQuest: BIP, Syndetics	\$ 204,862	\$ 199,950	
52	4421 Royalties-Exempt	Total	\$ 514,158	\$ 510,200	\$510,200

TOTAL PROJECT REVENUES \$510,200

**EXPENSES**

LINE #      LINE ITEM DESCRIPTION

		All Choice	% this Project	\$3,902	
63	5000 Salaries & Wages	\$ 1,213,082	0.000%	\$0	\$0

				FY20B	
68	5010 Employee Benefits	33% of staff salary #5000 and 15% of #5001 and #5002	33.00%	\$0	\$0

Subtotal - Payroll & Related Expense \$0

		FY20B	
75	5110 Professional Services		

Subtotal - Outside Services

		Description	FY20B	
5400	Edit/Proofreading-O/S	Copyediting Allocation	\$1,493	
		Total editorial & proofreading	\$1,493	1,493

Subtotal - Publication Related Expenses 1,493

		Line Item	Revenue \$	Rate	O/H Charge	
5911	IUT-General Overhead	\$4,421 Royalties	\$510,200	13.25%	\$67,601	\$67,601

Subtotal - Overhead and Taxes \$67,601

TOTAL PROJECT EXPENSES \$ 69,095

NET PROJECT REVENUE \$ 441,105

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3904
Project Name:	Choice Mobile App

LINE #      LINE ITEM DESCRIPTION

50/50 split with ACRL

**REVENUES**

FY20B

32

4143 Advertising/Online

Commission Rate	Transfer Rate	Gross	Split	
		50%	-	\$0
3% Commission		50%	\$0.00	\$0
Net Sales		\$	-	\$0
Revenue to ACRL			\$	-
Commissions to ACRL				\$0.00

\$ -

Commissions paid to ad sales representatives

FY20B

Commissions 3%

\$0

4610 Comm/Online Advertising

\$0

TOTAL PROJECT REVENUES

\$0

LINE #      LINE ITEM DESCRIPTION

**EXPENSES**

63

5000 Salaries &amp; Wages

All Choice      % this Project      \$3,904

\$1,213,082      0.000%      \$0

\$0

64

5001 Temp Employees-In-House

Position

FY14      FY15B      FY20B

\$ -      \$ -      \$ -

\$0

65

5002 Overtime/Wages

Non-exempt staff time in excess of 35 hours/wk

Total Overtime

FY20B

\$0

70%      \$ -

\$0

68

5010 Employee Benefits

Ad Sales Benefit Calculation

5000 Project Salaries &amp; Wages

5001 Temp Employees In-House

5002 Overtime Wages

4610 Online commission

Amount      Benefit %      Benefit \$

\$0      33.00%      \$0

\$0      15.00%      \$0

\$0      15.00%      \$0

\$ -      0.00%      \$0

Total      \$0

\$0

Subtotal - Payroll &amp; Related Expense

\$0

FY20B

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3904
Project Name:	Choice Mobile App

LINE #	LINE ITEM DESCRIPTION	50/50 split with ACRL
75	5110 Professional Services	Outside and freelance labor
		\$0

<b>Subtotal - Outside Services</b>	<b>\$0</b>
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Billing		Conference	# Ad Sales Staff	Avg. Cost	Total
Feb		ALA Midwinter	0	\$450	\$0
		ACRL National Conference	0	\$450	\$0
July		ALA Annual	0	\$450	\$0
				Total	\$0
85	5210 Transportation				\$0

	<u>Billing</u>	Conference	# Ad Sales Staff	Avg. Cost	Total	
	Feb	ALA Midwinter	0	\$800	\$0	
		ACRL National Conference	0	\$1,100	\$0	
	July	ALA Annual	0	\$800	\$0	
				Total	\$0	
86	5212 Lodging & Meals				\$0	\$0

88	5216 Business Meetings	Event	# Events	Avg. Cost	Total	
		Meetings with advertisers	0	\$100	\$0	
				70%	\$0	\$0

Subtotal - Travel & Related Expenses	\$0
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[illegible]

<b>Subtotal - Publication-related Expenses</b>	<b>\$0</b>
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132	5031 Staff Development		Rate	Total	\$0	
			\$0	0.00%		\$0
						\$0

133	5500 Supplies/Operating		FY20B	
		General office supplies, e.g. paper, file folders	\$0	\$0
			\$0	

		Item	FY20B
			\$0
139	5522 Telephone & Fax/O/S		\$0
			\$0

140	5523 Postage & E-Mail/O/S	Item	FY20B	
		Mailroom postage; overnight delivery services	\$0	\$0

<b>Subtotal - Operating Expenses</b>	<b>\$0</b>
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3904
Project Name:	Choice Mobile App

LINE #      LINE ITEM DESCRIPTION      **50/50 split with ACRL**

161	5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	FY20B	\$0	\$0
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Expense	Gross	Transfer Rate	\$0
Subtotal - Payroll & Related Expense	\$0	50%	\$0
Subtotal - Outside Services	\$0	50%	\$0.00
Subtotal - Publication Related Expenses		direct bill	
Subtotal - Operating Expenses	\$0	50%	\$0.00
5942 IUT-Advertising	Charge back to ACRL	Total	\$0
			\$0

Subtotal - Inter-Unit Transfers      \$0

Line Item	Revenue \$	Rate	O/H Charge
4140 Advertising/Gross	\$0	13.25%	\$0
4611 Comm/Sales Rep	\$ -	13.25%	\$0
5911 IUT-General Overhead	Totals	\$0	\$0
			\$0

188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$
			Advertising/Gross	\$0	0.00%	\$0

Subtotal- Overhead and Taxes      \$0

TOTAL PROJECT EXPENSES      \$0  
NET PROJECT REVENUE      \$0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3905
Project Name:	Resources for College Libraries

<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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## REVENUES

FY20B

22	4109	Sales/Miscellaneous	Bowker expense reimbursements (per agreement)	FY20B	\$0	\$0
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			Units	Price	Gross	Split	FY20B				
		ProQuest				\$	145,000				
		Choice (@50%)	5	\$	850	\$	4,250	50%	\$	2,125	
26	4110	Subscriptions					Total	\$	147,125		147,125

				FY20B
52	4421	Royalties-Exempt	Licensing Revenues	
			Library	\$8,000
			Total	\$8,000
				8,000

<b>TOTAL PROJECT REVENUES</b>	<b>\$155,125</b>
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LINE #

## EXPENSES

FY16

			All Choice	% this Project	3905	
63	5000	Salaries & Wages	\$ 1,213,082.00	0.000%	\$69,688	\$69,688

			FY20B	
64	5001	Temp Employees-In-House	\$0	0

			FY20B	
			\$0	
			\$22,997	
			\$	21,481
68	5010	Employee Benefits		21,908

70	5016	Staff memberships in professional associations	\$0	0
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<b>Subtotal - Payroll &amp; Related Expense</b>	<b>\$</b>	<b>91,596</b>
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			Hours	Avg Rate	FY20B	
74	5100	Temp Employee/Outside	Publishing Assistant	0	\$21.00	\$0
						0

					FY20B	
		Subject Editor honoraria	76	\$500	38,000	
		Editorial reimbursement			(88,000)	
5110	Professional Services				(50,000)	(50,000)

<b>Subtotal - Outside Services</b>	<b>\$</b>	<b>(50,000)</b>
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3905
Project Name:	Resources for College Libraries

LINE #    LINE ITEM DESCRIPTION

	Conference/Meeting		#	Staff	Cost	FY20B	
	ALA Midwinter	February	1	0	\$450	\$0	
	ACRL National Conference	April	0	0	\$450	\$0	
	ALA Annual	July	1	1	\$450	\$450	
85	5210    Transportation					\$450	450

	Conference/Meeting			Staff	Cost	FY20B	
	ALA Midwinter	February		0	\$1,100	\$0	
	ACRL National Conference	April		0	\$1,100	\$0	
	ALA Annual	July		1	\$1,100	\$1,100	
86	5212    Lodging & Meals					\$1,100	1,100

	Event/Location		# Events	Avg. Cost	FY20B	
	Meetings with vendors & business partners		0	\$125	\$0	
88	5216    Business Meetings				\$0	0

Subtotal - Travel & Related Expenses    \$            1,550

97	5305    Speaker/Guest Honorarium					FY20B	
						\$0	0

Subtotal - Meetings & Conferences                    1,550

	Description		FY14	FY15B	FY20B	
	Iron Mountain/verification of updated RCL software deposit		\$0	\$9,500	\$0	
121	5430    Web Operating Expenses		\$0	\$9,500	\$0	0

Subtotal - Publication Related Expenses    \$            -

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3905
Project Name:	Resources for College Libraries

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B			
131	5030 Staff Recruitment/Relocation		\$0	\$0	\$0	0		
132	5031 Staff Development				\$0	0		
135	5502 Ref Matls/Periodicals	Print and electronic reference materials	FY14	FY15B	FY20B			
			\$0	\$0	\$0	0		
137	5520 Equipment Rental/Lease	Leased equipment monthly rental fees	FY14	FY15B	FY20B			
			\$0	\$0	\$0	0		
140	5523 Postage & E-Mail/O/S		FY14	FY15B	FY20B			
			\$211	\$125	\$0	0		
151	5599 Misc. Expense	Miscellaneous office expense	FY14	FY15B	FY20B			
			\$0	\$50	\$0	0		
			Subtotal - Operating Expenses	\$	-			
159	5904 Transfer to/from Endowment	Description	FY14	FY15B	FY20B			
		LTI interest transfer to RCL project	\$0	\$0	\$0	0		
			Subtotal - IUT's	\$	-			
178	5911 IUT-General Overhead	FY15 ALA overhead charges	Line	Description	Rate	2015 Revenue	FY20B	
			4109	Sales/Miscellaneous	13.25%	\$0	\$0	
			4110	Subscriptions	13.25%	\$147,125	\$19,494	
			4421	Royalties	13.25%	\$8,000	\$1,060	
				Totals		\$155,125	\$20,554	20,554
188	5600 Taxes/Income		FY13	FY14B	FY20B			
			\$0	\$0	\$0	0		
			Subtotal- Overhead and Taxes			20,554		
			TOTAL PROJECT EXPENSES	\$		63,700		
			NET PROJECT REVENUE	\$		91,425		



Unit No.:	404
Unit Name:	CHOICE
Project No.:	3907
Project Name:	Choice Advertising <i>For webinars, see project 3909; for mobile app, see project 3904</i>

<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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## REVENUES

[illegible]

									FY20B	
				4.50%		Choice Magazine Ad Sales Revenues (gross)		(13,500.00)		
								0.00		
34	4611	Print Comm/Sales Rep				Total		(13,500.00)		(13,500)

<b>TOTAL PROJECT REVENUES</b>	<b>\$286,500</b>
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<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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## EXPENSES

		All Choice	% this Project	FY20B	
63	5000 Salaries & Wages	Project 3907 share	\$1,213,082	0.000%	\$31,663
					\$31,663

64	5001 Temp Employees-In-House	<div>Position</div> <div>Webinar/Ad Sales Support Coordinator</div>	<div></div> <div>\$ -</div>	<div></div> <div>\$ -</div>	<div>FY20B</div> <div>-</div>	\$0
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65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk		FY20B	\$3,500
			Total Overtime	\$3,500	
			Project 3907 share	\$ -	

68	5010 Employee Benefits	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$	\$10,431
		5000 Project Salaries & Wages	\$31,663	33.00%	\$10,449	
		5001 Temp Employees In-House	\$0	15.00%	\$0	
		5002 Overtime Wages	\$3,500	15.00%	\$525	
			\$35,163		\$10,431	

<b>Subtotal - Payroll &amp; Related Expense</b>	<b>\$45,594</b>
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3907
Project Name:	Choice Advertising <i>For webinars, see project 3909; for mobile app, see project 3904</i>

LINE #	LINE ITEM DESCRIPTION				FY20B
75	5110 Professional Services	Outside and freelance labor			\$0
78	5122 Bank Service Fees	Bank service fees on ad sales accounts: <b>Moved to 0000</b>			\$0
79	5140 Repairs/Maintenance	Annual maintenance fee/ad sales system	Spacemaster		\$1,750
Subtotal - Outside Services					\$1,750
85	5210 Transportation	Billing	Conference	# Ad Sales Staff	Avg. Cost
			Charleston	1	\$450
			ALA Midwinter	0	\$450
			ALA Annual	1	\$450
			ACRL Biannual Conference	0	\$450
			Other	1	\$450
			Total		\$1,350
			Project 3907 share	70%	\$945
					\$945
86	5212 Lodging & Meals	Billing	Conference	# Ad Sales Staff	Avg. Cost
			Charleston	1	\$1,100
			ALA Midwinter	0	\$1,100
			ALA Annual	1	\$1,100
			ACRL Biannual Conference	0	\$1,100
			Other	1	\$1,100
			Total		\$3,300
			Project 3907 share	70%	\$2,310
					\$2,310
88	5216 Business Meetings	Event	Meetings with advertisers	# Events	Avg. Cost
				2	\$100
				Project 3907 share	70%
					\$0
Subtotal - Travel & Related Expenses					\$3,255
109	5402 Printing-O/S	CHOICE Ad Sales Promo Printing Expense	OAT certificates		FY20B
		(Switched to electronic media kit in 2010)	OAT seals, etc.		inventory
					inventory
					\$0
111	5404 Design Service-O/S	Outside ad sales promo creative expenses: media kit			FY20B
					\$0
Subtotal - Publication Related Expenses					\$0
132	5031 Staff Development		Ad Sales Salaries	Rate	Total
			\$31,663	0.00%	\$0
					\$0
133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders			FY20B
			Project 3907 share	70%	\$0
					\$0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3907
Project Name:	Choice Advertising <i>For webinars, see project 3909; for mobile app, see project 3904</i>

LINE #      LINE ITEM DESCRIPTION

139	5522 Telephone & Fax/O/S	Item				FY20B	
		Local & long-distance phone/ad sales				\$1,000	700
			Project 3907 share	70%		\$ 700	

140	5523 Postage & E-Mail/O/S	Item				FY20B	
		Mailroom postage; overnight delivery services				\$0	\$0

146	5543 Bad Debt Expense	Item				FY16B Gross Ad \$	Rate (per ALA)
		Reserve for uncollectable accounts				\$300,000	0.00%

Subtotal - Operating Expenses      \$700

161	5906 IUT-Order Billing					FY20B	
		ALA charges for Ad Sales Invoice Processing				\$1,200	
				70%		\$840	\$840

Subtotal - Inter-Unit Transfers      \$840

		Line Item		Revenue \$	Rate	O/H Charge	
		4140 Advertising/Gross		\$300,000	13.25%	\$39,750	
		4611 Comm/Sales Rep	\$	(13,500)	13.25%	(\$1,789)	
		4612 Comm/Adv Agency		\$0	13.25%	\$0	
178	5911 IUT-General Overhead	Totals		\$286,500		\$37,961	\$37,961

188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$	
			Advertising/Gross	\$300,000	0.00%	\$0	\$0

Subtotal- Overhead and Taxes      \$37,961

TOTAL PROJECT EXPENSES      \$90,100  
NET PROJECT REVENUE      \$196,400

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3908
Project Name:	ACRL Advertising

Note: This project tracks expenses for CHOICE's handling of ACRL Journal ad sales

LINE #      LINE ITEM DESCRIPTION      **These expenses charged out to ACRL, projects 3300, 3302, 3303**

EXPENSES		All Choice	% this Project	3908	FY20B
63	5000 Salaries & Wages	\$1,213,082	0.000%	\$ 13,569.90	\$13,570

64	5001 Temp Employees-In-House	Position	FY14	FY15B	FY20B
		Webinar/Ad Sales Support Coordinator	\$ -	\$ -	\$ -
					\$0

65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	FY20B		\$1,500
		Total Overtime	\$0.00		
		Project 3908 share			

Ad Sales Benefit Calculation		Amount	Benefit %	Benefit \$	
68	5010 Employee Benefits	5000 Project Salaries & Wages	\$ 13,570	33.00%	\$4,478
		5001 Temp Employees In-House	\$ -	15.00%	\$0
		5002 Overtime Wages	\$ 1,500	15.00%	\$225
			\$ 15,070		\$4,703

Subtotal: Payroll and Related Expenses      \$19,773

5210	Billing	Conference	# Ad Sales Staff	Avg. Cost	FY20B	
		Charleston	1	\$450	\$450	
		ALA Midwinter	0	\$450	\$0	
		ALA Annual	1	\$450	\$450	
		ACRL Biannual Conference	0	\$450	\$0	
		Other	1	\$450	\$450	
					\$1,350	
5210	Transportation		Project 3908 share	30%	\$405	\$405

5212	Billing	Conference	# Ad Sales Staff	Avg. Cost	FY20B	
		Charleston	1	\$1,100	\$1,100	
		ALA Midwinter	0	\$1,100	\$0	
		ALA Annual	1	\$1,100	\$1,100	
		ACRL Biannual Conference	0	\$1,100	\$0	
		Other	1	\$1,100	\$1,100	
				Total	\$3,300	
	Lodging & Meals		Project 3908 share	30%	\$990	\$990

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3908
Project Name:	ACRL Advertising

Note: This project tracks expenses for CHOICE's handling of ACRL Journal ad sales

LINE #      LINE ITEM DESCRIPTION      **These expenses charged out to ACRL, projects 3300, 3302, 3303**

88	5216 Business Meetings	Event	# Events	Avg. Cost	Total	
		Meetings with advertisers	2	\$100	\$0	
			Project 3908 share	30%	\$0	\$0
		Subtotal - Travel & Related Expenses				\$1,395
109	5402 Printing-O/S	Ad Sales Promotion Printing Expenses	FY14	FY15B	FY20B	
			\$325	\$500	\$0	\$0
111	5404 Design Service-O/S	Ad Sales Promotion Design Expenses	FY14	FY15B	FY20B	
			\$0	\$4,000	\$0	\$0
		Subtotal - Publication Related Expenses				\$0
132	5031 Staff Development		FY16 Salaries	Rate	Total	
			\$13,570	0.00%	\$0	\$0
133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders	FY14	FY15B	FY20B	
			\$200	\$300	\$0	\$0
		Project 3908 share	30%	\$60	\$90	\$0
139	5522 Telephone & Fax/O/S	Item			FY20B	
		Local & long-distance phone/ad sales	\$1,000		\$1,000	\$300
		Project 3908 share	30%	\$	300	
140	5523 Postage & E-Mail/O/S	Item			FY20B	
		Mailroom postage; overnight delivery services			\$0	\$0
		Subtotal - Operating Expenses				\$300
	5906 IUT-Order Billing				FY20B	
		ALA charges for Ad Sales Invoice Processing		30%	\$1,200	\$360
169	5942 IUT-Advertising				FY20B	
		CHOICE charges to ACRL for ad sales			(\$21,828)	(\$21,828)
		Subtotal - Inter-Unit Transfers				(\$21,828)
		TOTAL PROJECT EXPENSES				\$0
		NET PROJECT REVENUE				\$0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3909
Project Name:	Choice/ACRL Webinars

<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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## REVENUES

								FY20B
		Commission Rate	Number	Rate	Gross	Transfer Rate	Revenue	
	Sales		26	\$ 7,500	195,000	85%	165,750	
	Commission	4.50%			(8,775)	85%	(7,459)	
	Net Sales				186,225		158,291	
						Revenue to ACRL	29,250	
						Commissions to ACRL	(1,316)	
20	4105 Sales/Webinars, Webcasts, Web CE							\$165,750

		Rate	Gross	Split	Share	
		Choice	4.50%	(8,775.00)	0.85	(7,459)
		ACRL		0.15		(1,316)
34	4611 Comm/Sales Rep	Total			(8,775)	(7,459)

<b>TOTAL PROJECT REVENUES</b>	<b>\$158,291</b>
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<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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## EXPENSES

63	5000 Salaries & Wages	All Choice	% this Project	\$3,909	
		\$1,213,082	0.000%	\$0	\$0

				FY20B	
64	5001 Temp Employees-In-House	TOTAL \$	-		\$0

65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime	FY20B		\$0
				TOTAL	\$ -	

		Benefit Calculation	Amount	Benefit %	Benefit \$	
		5000 Project Salaries & Wages	\$0	33.00%	\$0	
		5001 Temp Employees In-House	\$0	15.00%	\$0	
		5002 Overtime Wages	\$0	15.00%	\$0	
		4611 Commissions/Sales Reps		0.00%	\$0	
68	5010 Employee Benefits	TOTAL	\$0		\$0	\$0

Subtotal - Payroll & Related Expense	\$0
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3909
Project Name:	Choice/ACRL Webinars

LINE #	LINE ITEM DESCRIPTION				FY20B	
75	5110 Professional Services	Outside and freelance labor			\$0	\$0
				Subtotal - Outside Services	\$0	
111	5404 Design Service-O/S				\$0	\$0
	5431 Webinars/Webcasts/Web CE Exp	Hosting and production (WebEx)			\$5,000	\$5,000
				Subtotal - Publication Related Expenses	\$5,000	
133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders			\$0	\$0
140	5523 Postage & E-Mail/O/S	Item Mailroom postage; overnight delivery services			\$0	\$0
	5540 Royalty Expense	Item ACRL	Gross Revenue \$165,750	Rate 0.0%	FY20B \$0	\$0
				Subtotal - Operating Expenses	\$0	
169	5942 IUT-Advertising	Charge back to ACRL				
			Expense	Gross	Transfer Rate	FY20B
			M. Derks	\$22,807	15%	\$3,421.03
			Subtotal - Outside Services	\$0	15%	\$0.00
			Subtotal - Publication Related Expenses	\$5,000	15%	\$750.00
			Subtotal - Operating Expenses	\$0	15%	\$0.00
				\$27,807	Total	(\$4,171)
					Subtotal - Inter-Unit Transfers	(\$4,171)
178	5911 IUT-General Overhead					
			Revenue \$	Rate	O/H Charge	
			Sales	\$165,750	13.25%	\$21,962
			Commissions	-\$7,459	13.25%	-\$988
			TOTAL			\$20,974
188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$
			Advertising/Gross	\$158,291	0.00%	\$0
				Subtotal- Overhead and Taxes	\$20,974	
				TOTAL PROJECT EXPENSES	\$21,803	
				NET PROJECT REVENUE	\$136,489	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

LINE # LINE ITEM DESCRIPTION

EXPENSES		All Choice	% this Project	\$3,910	FY20B
63	5000 Salaries & Wages	\$1,213,082	0.000%	\$0	\$0

68	5010 Employee Benefits		33%	\$0	\$0
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Subtotal - Payroll &amp; Related Expense \$0

Type of Project	FY20B
	\$0
	\$0
	\$0
75 5110 Professional Services Outside marketing/promotion expenses	\$0

Subtotal - Outside Services \$0

Billable	Conference	#	Staff	Cost	FY20B
	Charleston	1	-	\$450	\$0
	ALA Midwinter	1	1	\$450	\$450
	ALA Annual	1	1	\$450	\$450
	ACRL Biannual Conference	0	1	\$450	\$0
	Other Marketing business travel	1	0	\$450	\$0
85 5210 Transportation					\$900

Billable	Conference	#	Staff	Cost	FY20B
	Charleston	1	0	\$1,100	\$0
	ALA Midwinter	1	1	\$1,100	\$1,100
	ALA Annual	1	1	\$1,100	\$1,100
	ACRL Biannual Conference	0	1	\$1,100	\$0
	Other Marketing business travel	1	0	\$1,100	\$0
5212 Lodging & Meals					\$2,200

Subtotal - Travel &amp; Related Expenses \$3,100



Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

## LINE # LINE ITEM DESCRIPTION

92	5300 Facilities Rent	Billable	Conference/Location	Event	#	Avg. Cost	FY20B	
		Feb	ALA Midwinter	focus group room rental	0	\$500	\$0	
		Nov	Charleston	charge to 3918	0	\$500	\$0	
		July	ALA Annual	focus group room rental	0	\$500	\$0	
		April	ACRL Biannual Conference	focus group room rental	0	\$500	\$0	
							\$0	\$0

93	5301 Conference Equipment Rental	Billable	Conference/Location	Number	Avg. Cost	FY20B	
		Feb	ALA Midwinter	1	\$3,000	\$3,000	
		Nov	Charleston	0	\$3,000	\$0	
		July	ALA Annual	1	\$3,000	\$3,000	
		April	ACRL Biannual Conference	0	\$3,000	\$0	
				0	\$3,000	\$0	
				Total		\$6,000	\$6,000

94	5302 Meal Functions	Item	Number	Avg. Cost	FY20B	
			1.00	\$350	\$350	
					\$350	\$350

95	5303 Exhibits	Conference/Location	Number	Avg. Cost	FY20B	
		Feb	1	\$3,750	\$3,750	
		Nov	0	\$3,750	\$0	
		July	1	\$3,750	\$3,750	
		April	0	\$3,750	\$0	
			-	\$3,750	\$0	
			Total		\$7,500	\$7,500

Subtotal - Meeting & Conference Expenses \$13,850

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B	
109	5402 Printing-O/S	Printing expenses for promotional pieces	\$3,365	\$1,500	\$1,000	\$1,000
111	5404 Design Service-O/S	Outside design services for promo pieces	\$11,157	\$3,000	\$6,000	\$6,000
	5410 Mail Service-O/S	Type of Service			FY20B	
				\$	750	
		Total Mailing Expense		\$	750	750
		FY17 Placements	Unit Cost	Insertions	FY20B	
		American Libraries	2,000	0	IUT below at 5942	
		Good Reads	5,000	1	\$ 5,000	
		Chronicle	2,500	2	\$ 5,000	
		Inside Higher Ed	1,500	2	\$ 3,000	
		Library Journal (package deal)	9,545	0	\$ -	
		Cognotes (ALA MW)	850	0	\$ -	
		Cognotes (ALA Annual)	850	0	\$ -	
		ALA program (ALA MW)	1,800	0	\$ -	
		ALA program (ALA Annual)	1,800	0	\$ -	
		LJ Academic Newswire	500	0	\$ -	
114	5411 Advertising/Space	TOTAL		\$	13,000	\$13,000
115	5412 Advertising/Direct	Direct promo (print & email)			FY20B	
					\$1,000	\$1,000
116	5413 Mail List Rental	Outside list rental fees			FY20B	
					\$3,000	\$3,000
		Vendor	Item/Service		FY20B	
		Mailchimp	email service	\$	4,000	
		Popup Domination		\$	125	
		Survey Monkey		\$	1,000	
		C360 Rebuild		\$	75,000	
	5430 Web Operating Expenses	Totals		\$	80,125	\$80,125
		Subtotal - Publication Related Expenses				\$104,875

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

LINE #	LINE ITEM DESCRIPTION	Salaries	Rate	FY20B	
132	5031 Staff Development	\$0	0.0%	\$0	\$0
139	5522 Telephone & Fax/O/S	FY14	FY15B	FY20B	
	Item	\$0	\$0	\$0	\$0
140	5523 Postage & E-Mail/O/S	Item		FY20B	
	Mailroom postage; overnight delivery services			\$0	\$0
149	5550 Promotion	Item	FY14	FY15B	FY20B
	services	conf. giveaways		\$	1,750
				\$1,750	\$1,750
		Subtotal - Operating Expenses			\$1,750
157	5902 IUT-ITTS	Item	FY14	FY15B	FY20B
	ALA mailing list processing expense		\$0	\$2,500	\$0
	5942 IUT-Advertising	American Libraries advertising		Total	\$0
				\$0.00	\$0
		Subtotal - IUT's			\$0
		TOTAL PROJECT EXPENSES			\$123,575
		NET PROJECT REVENUE			(\$123,575)

**ACRL AC19 B&F Doc 12.1**

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3913
Project Name:	Choice Reviews

<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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## REVENUES

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FY20B

						11%	
			Rate	Placed	Purchased	Price	Net
		Amazon	4.50%				
		GOBI Referral C	5.00%	45,000	5,000	\$48	\$12,000
4109	Sales/Miscellaneous						\$12,000
							12,000

26

	FY16	FY17	FY18	FY19B	FY20B
4110 Subscriptions	652,009	684,248	678,076	\$689,224 \$661,655	689,224

32

[illegible]

33

4610	Comm/Online Advertising	Rate	Total	
		4.50%	(1,350.00)	(1,350)

<b>TOTAL PROJECT REVENUES</b>	<b>\$729,874</b>
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3913
Project Name:	Choice Reviews

LINE # LINE ITEM DESCRIPTION

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

		All Choice	% this Project	FY20B	
63	5000 Salaries & Wages	1213082	0.000%	\$0	\$0

65	5002 Overtime/Wages			FY20B	\$0
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68	5010 Employee Benefits	5000 Project Salaries & Wages	Rate		
		4611 Commissions/Sales Reps	\$0	33%	\$0.00
					\$0

Subtotal - Payroll & Related Expense \$0

5100 Temp Employee/Outside	Customer Service Temps			FY20B	\$0
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75	5110 Professional Services		FY16	FY17	FY20B
					\$0
					\$0
					\$0
		\$	41,619	\$	49,033
					\$0

Subtotal - Outside Services \$0

5210	Transportation	Conference	Conference	Events	Staff	Cost	FY20B
		Feb	ALA Midwinter	0	1	\$450	\$0
		July	ALA Annual	0	1	\$450	\$0
		April	ACRL	0	1	\$450	\$0
						\$1,350	\$0

5212	Lodging & Meals	Conference	Conference	Events	Staff	Cost	FY20B
		Feb	ALA Midwinter	0	1	\$1,100	\$0
		July	ALA Annual	0	1	\$1,100	\$0
		April	ACRL	0	1	\$1,100	\$0

Subtotal - Travel and Related Expenses \$0

107	5400 Editl/Proofreading-O/S			FY20B	\$1,969
			Copyediting Allocation		\$1,969
			TOTAL		\$1,969

121	5430 Web Operating Expenses	Vendor	Item/Service	Monthly \$	Months	Total
		productOps	hosting and maint	3,000	12	\$36,000
						\$0
			Totals			\$36,000

Subtotal - Publication Related Expenses \$37,969

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3913
Project Name:	Choice Reviews

LINE #	LINE ITEM DESCRIPTION	Project salaries	Rate	FY20B	
132	5031 Staff Development	\$0	0.0%	\$0	\$0
	Accrued Prior Year depreciation			FY20B \$66,939	
	FY17 CRO Capital Requests	Item	'18 Capital Reque	Est. Life in Years	
	Subtotal	\$0		\$0	
142	5530 Depr/Furn & Equipment	Total CRO depreciation		\$66,939	66,939
		Subtotal - Operating Expenses		\$66,939	
		Revenue \$	Rate	Total	
	included in sales	\$729,874	13.25%	\$96,708	
	Sales	\$0	13.25%	\$0	
	Commission			\$96,708	
178	5911 IUT-General Overhead				\$96,708
	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	Total
188	5600 Taxes/Income	Advertising/Gross	\$0	0.00%	\$0
		Subtotal- Overhead and Taxes		\$96,708	
		TOTAL PROJECT EXPENSES		\$201,617	
		NET PROJECT REVENUE		\$528,257	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3914
Project Name:	Content Marketing <i>For webinars, see project 3909</i>

LINE # LINE ITEM DESCRIPTION

**REVENUES**

newsletters and eblasts moved here from 3913

30

				FY20B	
4140	Advertising/Gross				
		Revenue	Price	#	FY20B
		Surveys/Whitepapers (gross)	\$15,000	2	30,000
		Total Gross			30,000
		Print Sales Commission Rate			4.50%
		Print Sales Commissions			(1,350)
		Net Ad Revenues			28,650
					\$ 30,000
4143	Advertising/Online				
					FY20B
		podcasts	2,500	9	22,500
		eblasts		\$	120,000
		newsletters		\$	50,000
		C360 sponsorships		\$	10,000
		Total gross sales		\$	202,500
		Commission rate			4.50%
		Digital Sales Commissions			(9,113)
		Net Ad Revenues		\$	193,388
					\$ 202,500
4610	Comm/Online Advertising	eblasts, newsletters, C 360 sponsorships	Rate	Total	
			4.50%	(9,112.50)	(9,113)
4611	Print Comm/Sales Rep	white papers	Rate	FY20B	
			4.50%	(1,350)	
			Total	(1,350)	(1,350)
TOTAL PROJECT REVENUES				\$222,038	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3914
Project Name:	Content Marketing <i>For webinars, see project 3909</i>

LINE # LINE ITEM DESCRIPTION

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

63	5000 Salaries & Wages	Project 3907 share	All Choice	% this Project	FY20B	
			\$1,213,082	0.000%		\$0
64	5001 Temp Employees-In-House	Position			FY20B	
			\$ -	\$ -	\$ -	\$0
65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk			FY20B	
					\$ -	\$0
68	5010 Employee Benefits	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$	
		5000 Project Salaries & Wages	\$0	33.00%	\$0	
		5001 Temp Employees In-House	\$0	15.00%	\$0	
		5002 Overtime Wages	\$0	15.00%	\$0	
						\$0
		Subtotal - Payroll & Related Expense			\$0	
75	5110 Professional Services	Survey/Whitepapers, write and produce C360 page design	2	\$5,000	FY20B \$10,000 \$0	
		Outside and freelance labor			\$10,000	\$10,000
78	5122 Bank Service Fees				FY20B \$0	\$0
79	5140 Repairs/Maintenance				FY20B	
		Subtotal - Outside Services			\$10,000	
85	5210 Transportation			70%	\$0	\$0
86	5212 Lodging & Meals				\$0	\$0



Unit No.:	404
Unit Name:	CHOICE
Project No.:	3914
Project Name:	Content Marketing <i>For webinars, see project 3909</i>

LINE #      LINE ITEM DESCRIPTION

88	5216 Business Meetings	Event	# Events	Avg. Cost	Total	
		Meetings with advertisers			\$0	
					\$0	\$0
Subtotal - Travel & Related Expenses					\$0	
109	5402 Printing-O/S				FY20B	
						\$0
111	5404 Design Service-O/S	design and layout	0		FY20B	
					\$0	\$0
Subtotal - Publication Related Expenses					\$0	
132	5031 Staff Development				FY20B	
			\$0	0.00%	\$0	\$0
					\$0	
133	5500 Supplies/Operating		2.00	\$0	FY20B	
					\$0	\$0
139	5522 Telephone & Fax/O/S	Item			FY20B	
		Local & long-distance phone/ad sales				0
				\$	-	
140	5523 Postage & E-Mail/O/S	Item			FY20B	
		Mailroom postage; overnight delivery services			\$0	\$0
146	5543 Bad Debt Expense	Item			FY16B Gross Ad \$	Rate (per ALA)
		Reserve for uncollectable accounts			0.00%	\$0
Subtotal - Operating Expenses					\$0	
161	5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	FY14	FY15B	FY20B	
						\$0
Subtotal - Inter-Unit Transfers					\$0	
178	5911 IUT-General Overhead	Line Item	Revenue \$	Rate	O/H Charge	
		4140 Advertising/Gross	30,000	13.25%	3,975	
		4143 Advertising Online	202,500	13.25%	26,831	
		4610 Digital commissions	(9,113)	13.25%	(1,207)	
		4611 Print commissions	(1,350)	13.25%	(179)	
		Totals	222,038		29,420	\$29,420
188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$
			Advertising/Gross	\$30,000	0.00%	\$0
Subtotal- Overhead and Taxes					\$29,420	
TOTAL PROJECT EXPENSES					\$39,420	
NET PROJECT REVENUE					\$182,618	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3915
Project Name:	Open Choice

LINE #	LINE ITEM DESCRIPTION				FY20B
<b>REVENUES</b>					
19	4104 Sales/Rental-Mail Lists			FY20B	
				\$0	0
22	4109 Sales/Miscellaneous			FY20B	
				\$0	
				\$0	
				\$0	
				\$0	0
26	4110 Subscriptions			FY20B	
				-	
			\$	-	0
52	4421 Royalties-Exempt			FY20B	
				\$0	0
57	4490 Misc. Fees/Revenues	Total		FY20B	
				\$0	0
TOTAL PROJECT REVENUES				\$0	
<b>EXPENSES</b>					
					FY16
	5000 Salaries & Wages	Project Manager	All Choice	% this Project	FY18B
					TRUE
					TRUE

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3915
Project Name:	Open Choice

LINE #	LINE ITEM DESCRIPTION		FY20B	FY20B
64	5001 Temp Employees-In-House		\$0	0
65	5002 Overtime/Wages		\$0	0
	5010 Employee Benefits	Staff 33.00% Temps 15.00%	\$0 \$0 \$0	0
70	5016 Prof Memberships		\$0	0
Subtotal - Payroll & Related Expense			\$0	
74	5100 Temp Employee/Outside		\$0	0
75	5110 Professional Services	Description Freelance editor Esposito	\$0 \$0	0
	5140 Repairs/Maintenance	Description \$ \$ \$	- - -	0
Subtotal - Outside Services			0	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3915
Project Name:	Open Choice

LINE #	LINE ITEM DESCRIPTION							FY20B	
85	5210	Transportation	Billing	Conference	Events	Staff	Cost	FY20B	
					Mark	0	1	\$450	\$0
					Melissa	0	1	\$450	\$0
									\$0
									\$0
									\$0
						\$0	0		
						\$900	\$0		
86	5212	Lodging & Meals	Billing	Conference	Events	Staff	Cost	FY20B	
					Mark	0	1	\$1,100	\$0
					Melissa	0	1	\$1,100	\$0
									\$0
									\$0
									\$0
						\$0	0		
							\$0		
88	5216	Business Meetings	Event/Location		Events	Avg. Cost	FY20B		
			Meetings with boards and consultants, etc.		0	\$250	\$0		
						\$0	0		
Subtotal - Travel and Related Expenses								0	
107	5400	Editl/Proofreading-O/S	Description				FY20B		
			copyedit						
			QA & Load						
			Total editorial & proofreading				\$0		
108	5401	Typesetting/Comptn-O/S	Description				FY20B	0	
109	5402	Printing-O/S	Description				FY20B	0	
111	5404	Design Service-O/S					\$0	\$0	0
113	5410	Mail Service-O/S	Type of Service				FY20B		
			Total Mailing Expense		\$	-	\$	-	0

<b>Unit No.:</b>	<b>404</b>
<b>Unit Name:</b>	<b>CHOICE</b>
<b>Project No.:</b>	<b>3915</b>
<b>Project Name:</b>	<b>Open Choice</b>

LINE #	LINE ITEM DESCRIPTION		FY20B	FY20B
117	5414 Supplies/Production			0
118	5415 Pre-Press/Photo Services		FY20B \$0	0
120	5420 Copyright Fees		FY20B	0
	software developers		\$0	0
	5430 Web Operating Expenses	Total	\$0	0
124	5433 Order Processing/Fulfillment	Vendor/Description	FY20B	0
Subtotal - Publication Related Expenses			0	
131	5030 Staff Recruitment/Relocation	Item	#	Est. Cost
		Recruiting expense/local searches	\$0	\$1,000
		Recruiting expense/national searches	\$0	\$7,500
		Total		\$0
132	5031 Staff Development		\$0	0
			\$ -	
	5501 Equipment/Software-Minor		\$0	0

<b>Unit No.:</b>	<b>404</b>
<b>Unit Name:</b>	<b>CHOICE</b>
<b>Project No.:</b>	<b>3915</b>
<b>Project Name:</b>	<b>Open Choice</b>

LINE #    LINE ITEM DESCRIPTION

**FY20B**

		<u>Item</u>	<u>FY20B</u>	
135	5502	Ref Matls/Periodicals	\$ -	0

		<u>Item</u>	<u>FY20B</u>	
139	5522	Telephone & Fax/O/S	Total	\$0 0

		<u>Item</u>	<u>FY20B</u>	
140	5523	Postage & E-Mail/O/S	Total	\$0 0

			<u>FY20B</u>	
142	5530	Depr/Furn & Equipment	Total	\$0 0

<b>Unit No.:</b>	<b>404</b>
<b>Unit Name:</b>	<b>CHOICE</b>
<b>Project No.:</b>	<b>3915</b>
<b>Project Name:</b>	<b>Open Choice</b>

	<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>			<b>FY20B</b>
145	5540	Royalty Expense		\$0	0
					<b>FY20B</b>
148	5545	Taxes/Property		\$0	0
					<b>FY20B</b>
					0
150	5560	Organization Support/Contrib.		\$0	
					<b>FY20B</b>
151	5599	Misc. Expense	Miscellaneous office expenses	\$0	0
					<b>FY20B</b>
					0
					<b>Subtotal - Operating Expenses</b>
					0
					<b>FY20B</b>
				\$	-
				\$	-
				\$	-
				\$	-
158	5903	IUT-Subscription Processing			0
					<b>FY20B</b>
					0
					<b>Subtotal - Inter-Unit Transfers</b>
					\$0
					<b>FY20B</b>
					\$0
					\$0
					\$0
					\$0
					\$0
178	5911	IUT-General Overhead		\$0	0
					<b>FY20B</b>
					0
					<b>FY20B</b>
188	5600	Taxes/Income	FY15 UBIT set-aside	FY14 \$0	FY15B \$0
					<b>FY20B</b>
					0
					<b>Subtotal - Overhead and Taxes</b>
					0
					<b>TOTAL PROJECT EXPENSES</b>
					\$0
					<b>NET PROJECT REVENUE</b>
					(\$0)

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3917
Project Name:	Choice Office Building

## EXPENSES

		All Choice	% this Project	FY20B	FY20B
63	5000 Salaries & Wages	\$ -	0.00%	\$0	\$0

68	5010 Employee Benefits	Rate 33.00%	TOTAL	FY20B \$0	\$0
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<b>Subtotal - Payroll &amp; Related Services</b>	<b>\$0</b>
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	Item	Vendor	Rate	Frequency	FY20B
	Generator maintenance svc. contract	Atlantic/Detroit Diesel	\$650	2	\$1,400
	Janitorial services	JanPro	\$543	12	\$6,500
	HVAC service contract	Encon	\$800	4	\$3,600
	Common area maintenance (CAM)	Lib Sq Owner's Association	\$900	12	\$11,000
	Miscellaneous	--	\$50	12	\$1,500
	Security system	Protection One	\$250	12	\$3,000
	Carpet cleaning	RD Weis	\$500	4	\$1,500
				Total	\$28,500

<b>Subtotal - Outside Services</b>	<b>\$28,500</b>
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138	5521 Space Rent	Parking	City of Middletown	FY14	FY15B	Rate	Frequency	FY20B	
				\$ 18,000	\$18,000	\$4,500	4	\$18,000	\$18,000

139	5522 Telephone & Fax/O/S	Office phone service: See 0000 #5523	AT&T	\$	FY14 3,385	FY15B \$5,280	FY20B \$0	\$0
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140	5523 Postage & E-Mail/O/S	FY14	FY15B	FY20B	
		\$2,915	\$3,000	\$0	\$0

			<b>Rate</b>	<b>Frequency</b>	<b>FY20B</b>	
		Electric	CT Light & Power	\$1,210	12	\$14,520
		Gas	Yankee Gas	\$100	12	\$1,200
		Recycling	Dainty Rubbish	\$37	12	\$444
		Water & sewer	City of Middletown	\$150	1	\$150
		Other				\$1,000
141	5525 Utilities				Total	\$17,314
						\$17,314

151	5599 Misc. Expense	Adjustment between CHOICE & Plant Fund	\$0
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<b>Subtotal - Operating Expenses</b>	<b>\$ 35,314</b>
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				FY20B
			Building	\$ 25,285
			Improvements	\$ -
			Interest	\$ 3,940
				<u>\$ 29,225</u>
182	5998 IUT-Allocations	2014 Liberty Square expenses from ALA Plant Fund (730-0000)		\$29,225

<b>Subtotal- Overhead and Taxes</b>	<b>\$29,225</b>
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TOTAL PROJECT EXPENSES	\$93,039
NET PROJECT REVENUE	(\$93,039)



Unit No.:	404
Unit Name:	CHOICE
Project No.:	3918
Project Name:	CC Advisor

LINE #	LINE ITEM DESCRIPTION	50/50 split with The Charleston Company
REVENUES		

		FY20B
		FY20B \$75,000
4110	Subscriptions	\$37,500

[illegible]

		Rate	Total	
4610	Comm/Online Advertising	4.50%	(\$1,125)	(\$563)

	<b>TOTAL PROJECT REVENUES</b>	<b>\$49,438</b>
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LINE #	LINE ITEM DESCRIPTION
<b>EXPENSES</b>	

	All Choice	% this Project	3918	
5000 Salaries & Wages	1213082	0.000%		\$0

	FY20B	
5002 Overtime/Wages	\$0	\$0

		Rate	
5000 Project Salaries & Wages	\$0	33.00%	\$0.00
5010 Employee Benefits		33%	\$0

	<b>Subtotal - Payroll &amp; Related Expense</b>	<b>\$0</b>
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5100 Temp Employee/Outside	Customer Service Temps	FY20B	\$0	\$0
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3918
Project Name:	CC Advisor

LINE #      LINE ITEM DESCRIPTION      **50/50 split with The Charleston Company**

75

							Annual \$	
						Telesales Rep	\$0	
							\$0	
							\$0	
5110	Professional Services						\$0	\$0

Subtotal - Outside Services      \$0

	Conference	Conference	Events	Staff	Cost	FY20B	
	Feb	ALA Midwinter	1	0	\$450	\$0	
	Nov	Charleston	1	1	\$450	\$450	
	July	ALA Annual	1	0	\$450	\$0	
	April	ACRL	0	0	\$450	\$0	
5210	Transportation				\$1,800	\$450	\$ 225

	Conference	Conference	Events	Staff	Cost	FY20B	
	Feb	ALA Midwinter	1	0	\$1,100	\$0	
	Nov	Charleston	1	1	\$1,100	\$1,100	
	July	ALA Annual	1	0	\$1,100	\$0	
	April	ACRL	0	0	\$1,100	\$0	
5212	Lodging & Meals					\$1,100	\$ 550

							\$0	
		Conference Registration (Marketing and Advertising only)		1	\$450	\$450		
5216	Business Meetings					\$450		225

Subtotal - Travel and Related Expenses      \$1,000

		Item			\$0	
					\$ 1,000	
5301	Conference Equipment Rental				\$1,000	\$500

		Item			FY20B	
					\$0	
5302	Meal Functions				\$0	\$0

	Conference/Location	Number	Avg. Cost	FY20B	
	Charleston	1 \$	2,300 \$	2,300	
5303	Exhibits		Total	\$2,300	\$1,150

Subtotal - Meetings and Conferences \$      1,650

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3918
Project Name:	CC Advisor

<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>	<b>50/50 split with The Charleston Company</b>
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109	5402 Printing-O/S	Printing expenses for promotional pieces	FY20B	\$0	\$0
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111	5404	Design Service-O/S	Outside design services for promo pieces	FY20B	\$0	\$0
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113	5410 Mail Service-O/S	Type of Service			FY20B	
		Fulfillment mailing services (ESP/USPS)		\$	-	
		Total Mailing Expense		\$	-	

		Unit Cost	Insertions	FY20B
	ATG	575	1 \$	575
	ATG	755	1 \$	755
	Charleston Advisor	825	1 \$	825
			TOTAL \$	2,155
114	5411 Advertising/Space			\$1,078

115	5412 Advertising/Direct	Direct promo (print & email)	FY20B	\$0	\$0
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116	5413 Mail List Rental	Outside list rental fees	FY20B	\$0	\$0
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		Vendor	Item/Service	FY20B	
		CrossRef	DOI fees	\$250	
		productOps	hosting and maintenance	\$14,400	
		productOps	upgrades		
		ESP		\$ 131.00	0
					\$0
				Totals	\$14,650
121	5430 Web Operating Expenses				
					\$7,325

				FY20B	
5433	Order Processing/Fulfillment	ESP	0	\$80	\$0
					\$0

<b>Subtotal - Publication Related Expenses</b>	<b>\$8,403</b>
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132	5031 Staff Development	Project salaries	Rate	FY20B	
		\$0	0.0%	\$0	\$0

		Item	FY20B
		ESP phone charges	
139	5522 Telephone & Fax/O/S	Total	\$0 0

			FY20B	
		<u>Subtotal</u>	\$0	\$0
142	5530 Depr/Furn & Equipment	<b>Total CCA depreciation</b>	<b>\$0</b>	<b>0</b>

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3918
Project Name:	CC Advisor

LINE #      LINE ITEM DESCRIPTION      **50/50 split with The Charleston Company**

	Accrued Prior Year depreciation (C2A Platform)		FY20B	
			\$57,230	
	<i>Subtotal</i>	\$0	\$0	
5532 Amortization/Equip Lease	Total CRO depreciation		\$57,230	57,230

	Charge 50% back to Charleston Company		FY20B	
			-\$28,615	
	<i>Subtotal</i>	\$0	\$0	
5599 Misc. Expense	Total CRO depreciation		-\$28,615	(28,615)

Subtotal - Operating Expenses      \$28,615

178

			Revenue \$	Rate	Total	
		Sales	\$49,438	13.25%	\$6,550	
	included in sales	Commission	\$0	13.25%	\$0	
					\$6,550	
5911 IUT-General Overhead						\$6,550

188

	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	Total	
5600 Taxes/Income		Advertising/Gross	\$25,000	0.00%	\$0	\$0

Subtotal- Overhead and Taxes      \$6,550

TOTAL PROJECT EXPENSES      \$46,218  
NET PROJECT REVENUE      \$3,220



## **FY2020 Budget Assumptions**

*Changes made since Midwinter 2019 are indicated in **red**. Some additional minor tweaks to the budget are listed in the "Changes Since MW" B&F Doc 8.0  
Cost savings that were proposed at Midwinter 2019 are in **blue**.*

ACRL develops budget assumptions annually to guide staff in preparing annual project budgets. ACRL's budget is mission-driven and should provide sufficient revenues to support its strategic initiatives outlined in the [ACRL Plan for Excellence](#) and its diverse activities that benefit members and the profession. This is accomplished through a blend of programs and services, some of which generate net revenues, e.g., ACRL professional development, especially its biennial conference, and others that the association expects to support, e.g., advocacy, member services, etc. FY20 will also include funds to support projects that may be developed to support ACRL's core commitment to equity, diversity, and inclusion (EDI).

The ACRL Budget & Finance Committee reviewed these draft assumptions on October 25, 2018. Staff incorporated the committee's feedback and shared the revised document with the ACRL Board. The Board will review, suggest revisions as needed, and approve the assumptions below at its 2018 Fall Board Meeting on November 16, 2018. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY20 budget for review by the Budget & Finance Committee at the 2019 Midwinter Meeting.

**The draft FY20 budget does not include all of the assumptions articulated in this document as the net deficit was larger than prudent. Those not included (or reduced) are noted in blue throughout the document.**

### **General Overview: The economic climate and ACRL**

As we prepare the FY20 budget for ACRL, there are some strong economic indicators from the last year, including a surging stock market (until very recently!) and low unemployment, but also some underlying softness in those figures, including a ballooning federal deficit, rising interest rates, uncertainty about international relations and a return to the arms race. It is not expected that the funding enjoyed by higher education prior to the Great Recession of 2008-09 will ever return to those levels. Although total enrollment in degree-granting postsecondary institutions increased 28 percent from 2000 to 2016 (from 13.2 million to 16.9 million students), a period of 16 years it is projected to increase by only 2.95 percent

between 2016 and 2027 (from 16.9 million to 17.4 million).<sup>1</sup>” This number is in line with high school graduation rate projections which show the number of high school graduates increasing by only 3.1% between 2011 and 2025.<sup>2</sup> With a slow down in enrollments it is unlikely that higher education will see a substantive increase in its funding, which typically translates to no more or less funding for academic libraries.

ACRL membership’s slow but steady decline should also be considered as we look to FY20 finances. The closing of institutions could further reduce ACRL’s organizational members, as well as its individual members. As of September 2018, more than 330 postsecondary schools have closed in the U.S. this year and more than 675 closed in 2017.<sup>3</sup> The workforce is aging and the pool of potential academic librarians is in decline as evidenced by the drop in MLIS degrees awarded (between 2012 and 2016, there was a 33.8% drop in number of LIS masters degrees awarded (from 7,443 in 2012 to 4,926 in 2016).<sup>4</sup> Of the MLIS degrees awarded between 2014 and 2018 the number of placements in academic libraries is holding steady in the 21-23% range.<sup>5</sup> <sup>6</sup> The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 9% increase (as fast as average) job outlook.<sup>7</sup>

The ACRL Board and Budget & Finance Committee at their joint meeting in January 2016, learned from consultant Paul Meyer a number of trends in association membership overall, which are still on track in 2018, including: there is an increase in specialty organizations; there is greater competition for membership dollars and time; the number of association memberships per individual/company is

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<sup>1</sup> U. S. Department of Education: National Center for Education Statistics, “The Condition of Undergraduate Enrollment,” (May 2018). Accessed October 23, 2018. [https://nces.ed.gov/programs/coe/indicator\\_cha.asp](https://nces.ed.gov/programs/coe/indicator_cha.asp).

<sup>2</sup> Western Interstate Commission for Higher Education, “Overall Graduate High School Trends,” Accessed October 24, 2018. <https://knocking.wiche.edu/nation-region-profile/>

<sup>3</sup> U. S. Department of Education, Office of Federal Student Aid, “Closed School Monthly Reports,” Accessed Oct. 24, 2018. <https://www2.ed.gov/offices/OSFAP/PEPS/closedschools.html>.

<sup>4</sup> “Master’s degrees conferred by postsecondary institutions, by field of study: Selected years, 1970-71 through 2015-16,” *NCES*, accessed October 18, 2018, [https://nces.ed.gov/programs/digest/d17/tables/dt17\\_323.10.asp?current=yes](https://nces.ed.gov/programs/digest/d17/tables/dt17_323.10.asp?current=yes).

<sup>5</sup> Stephanie L. Maatta, “Placements & Salaries 2014” *Library Journal*, October 15, 2014, p. 26-33.

<sup>6</sup> Suzie Allard, “Placements & Salaries 2018” *Library Journal*, October 15, 2018, p. 16-21.

<sup>7</sup> Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2016-17 Edition, Librarians, accessed October 18, 2018, last modified date July 2, 2018, <http://www.bls.gov/ooh/education-training-and-library/librarians.htm>.

declining; employer support for membership has declined and; and there is an increased focus on engagement to retain members.<sup>8</sup>

The broader economy is also somewhat fragile, with the upcoming midterm US elections potentially flipping the House to a democratic majority. International relations continue to be unknown, in part due to the departure of United Nations Ambassador Nikki Haley, increased legislation regarding immigration<sup>9</sup>, increased sanctions against China,<sup>10</sup> and uncertainty about future relationships with Saudi Arabia due to what seems to be a political assassination against a critical Washington Post columnist<sup>11</sup>, resulting in a volatile stock market<sup>12</sup>.

The overall growth for the economy is rebounding with a projected 3.1% increase for 2018<sup>13</sup> but the fragile and somewhat mixed outlook for the economy extends to higher education as well. The Higher Education Price Index (which projects major cost factors for colleges and universities) is forecasting a 2.8% increase for 2018.<sup>14</sup> However, "unlike after previous economic downturns, state spending on higher education has not bounced back as the economy rebounds."<sup>15</sup> State fiscal support for higher

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<sup>8</sup> Paul Meyer, *Tecker International* (presentation, Joint meeting of the ACRL Board of Directors and Budget & Finance Committee, ALA Midwinter Meeting, Boston, January 11, 2016).

<sup>9</sup> National Conference of State Legislatures, 2017 Immigration Report, accessed October 18, 2018, <http://www.ncsl.org/research/immigration/2017-immigration-report.aspx>.

<sup>10</sup> Chole Aiello, "Trump administration announces list of tariffs on \$200 billion in Chinese goods," *CNBC*, July 10, 2018, <https://www.cnbc.com/2018/07/10/white-house-releases-list-of-goods-hit-by-200-billion-in-tariffs.html>.

<sup>11</sup> Ariel Cohen, "U.S.-Saudi Relations Stress Tested By Khashoggi Crisis," October 22, 2018; <https://www.forbes.com/sites/arielcohen/2018/10/22/u-s-saudi-relations-stress-tested-by-khashoggi-crisis/#180be170fef9>

<sup>12</sup> Fred Imbert, "Dow falls in volatile session after Fed hints at more rate hikes ahead," *CNBC*, October 17, 2018, <https://www.cnbc.com/2018/10/17/us-futures-point-to-a-muted-open-after-the-dow-soars-by-over-500-points.html>.

<sup>13</sup> "An Update to the Economic Outlook: 2018 to 2028," *Congressional Budget Office*, August 13, 2018, <https://www.cbo.gov/publication/54318>.

<sup>14</sup> Table 3.1 "Commonfund Higher Education Price Index, 2007-2018. Accessed on October 24, 2018. [http://HEPI\\_2018\\_Table.pdf](http://HEPI_2018_Table.pdf).

<sup>15</sup> Luba Ostashevsky, "As economy rebounds, state funding for higher education isn't bouncing back," *PBS News Hour*, September 14, 2016, <http://www.pbs.org/newshour/updates/economy-rebounds-state-funding-higher->

education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is “down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years.”<sup>16</sup> Funding for public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than \$7 billion below its 2008 level, after adjusting for inflation.<sup>17</sup> “In only six states have higher education budgets returned to or surpassed their pre-recession levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession.”<sup>18</sup> To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services, reducing access to college education for some and calling into question the quality of the program remaining.<sup>19</sup> However, some see a coming limit to how much tuition can be increased, which may mean continuing jockeying for the same finite resources.<sup>20</sup>

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.<sup>21</sup>, <sup>22</sup> Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs.

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education-isnt-bouncing-back/.

<sup>16</sup> Rick Seltzer, “‘Anemic’ State Funding Growth,” *Chronicle of Higher Education*, October 23, 2018. <https://www.insidehighered.com/news/2018/01/22/state-support-higher-ed-grows-16-percent-2018>.

<sup>17</sup> Michael Mitchell, “Unkept Promises: State Cuts to Higher Education Threaten Access and Equity,” *Center on Budget and Policy Priorities*, October 24, 2018, <https://www.cbpp.org/research/state-budget-and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and>.

<sup>18</sup> Jeffrey Selinger, “States’ decision to reduce support for higher education comes at a cost,” *Washington Post*, September 8, 2018, accessed October 24, 2018. [https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm\\_term=.4f55fd302b14](https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14)

<sup>19</sup> *Ibid.*

<sup>20</sup> Dan Nemser and Brian Whitener, “The Tuition Limit and the Coming Crisis of Higher Education,” *The New Inquiry*, March 26, 2018. Accessed November 9, 2018. <https://thenewinquiry.com/the-tuition-limit-and-the-coming-crisis-of-higher-education/>

<sup>21</sup> James M. Day, “Consolidation of the Library Vendors,” *Library Technology Launchpad*, October 12, 2016, <http://libtechlaunchpad.com/2015/10/12/consolidation-of-the-library-vendors/>.

<sup>22</sup> David Parker, “ATG Special Report — Industry Consolidation in the Information Services and Library



This continued state of lower funding and a consolidation in the marketplace will impact ACRL's FY20 budget assumptions regarding revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. Despite these challenges, we recognize that in FY18 ACRL had strong financial performances in book sales, webinars, licensed workshops, and classified advertising and will also use these data to cautiously inform these assumptions.

The FY20 budget will incorporate revenue from expanded business initiatives, such as increasing opportunities for sponsored content, more licensed workshops, and more book sales. In FY20, there will be potential new programming pertaining to the equity, diversity, and inclusion core competency discussed by the ACRL Board of Directors in 2018.

Through careful stewardship, ACRL ended FY18 with a \$3.43 million net asset balance. While we must keep in mind the flat nature of some of the traditional revenue streams, we are continuing to look for appropriate opportunities to "invest" a portion of this net asset balance in strategic programs and services that serve the membership. Recent examples of such investments include the development of the new ACRL Project Outcome toolkit, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Such investment in programs and services requires staffing support, and staff continues to look for ways to streamline procedures and automate processes where possible, freeing up more of their time for strategic initiatives. Our goal is to moderate many operational expenditures to be more in-line with current revenue expectations while aligning the budget to support the Plan for Excellence through strategic investments from ACRL's net asset balance.

In addition to investing in strategic initiatives, ACRL will continue to complete planned transfers to its long-term investment fund. ACRL increased its transfer from \$150,000 in FY15 to \$250,000 in FY16 upon recommendation by the Budget & Finance Committee. The committee will continue to monitor the long-term investment and was interested in moving one million dollars to the LTI, which could be accomplished through the transfer of \$350,000 in FY18, FY19, and FY20. In FY18, ACRL and CHOICE completed the first of two parts of a "swap," with CHOICE, designed to provide finances for new product development to CHOICE. This included a \$350,000 transfer from the CHOICE LTI into ACRL's LTI. ACRL in turn transferred \$525,000 from its net asset balance to Choice's net asset balance. In FY19, it is planned that CHOICE will transfer a second \$350,000 from its LTI to ACRL's LTI.

*Note:* These assumptions were reviewed by the Budget & Finance Committee during its virtual meeting on October 25, 2018, and updated to include their comments and suggestions. Thanks to the committee members for their suggestions for additional demographic and economic trends to include.

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Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, <http://www.against-the-grain.com/2016/07/industry-consolidation-report/>.

## Choice FY20 Budget Assumptions

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### General Remarks

In previous discussions I have described some of the environmental challenges confronting our unit: declining materials budgets, alternative methods of collection development, decentralized information discovery and consumption in the form of the open web and demand-driven acquisition, unbundled educational models, and the consolidation of library purchasing and management functions in the hands of a few large vendors. These challenges are not unique to Choice; they are among the same challenges confronting academic libraries as a whole. Their effect on Choice is well documented in the circulation histories of our print and digital products, as traditional methods of collection development have succumbed to automation, price pressures, and the disintermediation of the collection development librarian.

The launch, in September of 2017, of *ccAdvisor* (CCA) was intended to counteract these trends, if only partially. It was based on the premise that the acquisition of large and expensive digital collections and tools is a complex, multilayered process, a process that is refractory to the automation that now predominates in the acquisition of monographs. As such, the process remains dependent on careful, title-by-title examination of candidates for acquisition, one that notionally would benefit from a reliable, authoritative source of reviews and scoring of the works in question, written by subject-area experts and peer reviewed. These assumptions have been tested during the first year of publication, with mixed results. The outlook for *ccAdvisor* and our strategies for driving circulation are discussed below in the eponymous section.

In an effort to escape the trajectory of decline traced by our collection-development publications, and with significant portions of the strategic plan approved by the board in February 2015 now operational, we have also invested significant time and attention these past eighteen months to exploring the feasibility of a service that facilitates the discovery, evaluation, and selection of open educational resources (OER). *Open Choice* as that service is provisionally named, was proposed as a combined repository, review service, and peer-to-peer platform, a workflow tool allowing instructors, instructional designers, and others to rapidly locate suggested resources for undergraduate instruction, read highly structured reviews, and engage in forum conversations with peers actually using OER. As fiscal 2019 gets underway the feasibility of that project, at least as initially conceived, has been cast into doubt, owing in particular to the appearance of several new services, both open and commercial, addressed to potential OER adopters. These issues are discussed below in the section “Open Choice.”

With subscription-based services under stress, and with revenue from traditional advertising modalities shrinking, the growth area for Choice has been in the area of sponsorships, where the success of our webinars and the fast start for two new sponsored programs—podcasts and white papers—have exposed new audiences to our content and expanded the reach of our publishing activities. During fiscal 2020 we will be working to expand the reach of these services—provided to the library community free of charge—and to strengthen the engagement of our audience around Choice-branded content. These are discussed below in “Advertising and Sponsorships.”

\* \* \*

### Choice Reviews and Choice magazine

This past year both circulation and earned income from *Choice Reviews* magazine were virtually flat to FY17. In fact, average monthly circulation has not varied from the mean by more than *thirteen* subscriptions over the past six years, and revenues have hovered within 3% of the mean since fiscal 2015. That said, as our experience managing subscriptions deepens, we are exploring new ways to reach subscribers, both administrators and end users. During this coming year we will be accelerating our efforts to ensure timely subscription renewals, currently running at about 87%, through contacts with both groups, and we are assuming 2% subscription growth in both FY19 and FY20 as a result.

Meanwhile, print revenues continue on a familiar trajectory. During FY18 *Choice* magazine was down 4% to prior year, and *Cards*, a much larger 14%. Were it not for the very favorable gross margin (55%) we enjoy on the cards, we would have discontinued publication of this admittedly anachronistic format years ago. In keeping with long-term trends for these publications, for FY20 we are forecasting annual decline of 4% and 10%, respectively. Overall, then, subscription revenues from all three Choice products (magazine, database, and cards) should decline about 2% against FY18.

### Third-party Licenses

*Choice* reviews are not published in native formats alone. In fact, 30% of the revenue generated by Choice reviews (exclusive of advertising), and 18% of total unit revenues, derives from the license of these reviews to wholesalers and aggregators. During FY18 these licenses generated over half a million dollars (\$514,160, to be exact) in royalties. The largest of these contracts, with Books in Print/Syndetics (ProQuest) is scheduled for renegotiation at the end of 2019. Historically, ProQuest has looked for reductions on the order of 15% during these discussions, and should that prove to be the case again, we will be looking at a loss of about \$18K during the first year of the renewal license. All other licenses are presumed unchanged, bringing to just under \$500,000 the royalties generated by the licensing of our reviews.

Licensing of content from *Resources for College Libraries*, our copublication with ProQuest, traditionally accounted for another 4% (\$125,000) of total unit revenues, \$108K of which came from the license to ProQuest's Intota library management system. As noted previously, the Intota license was terminated in the second half of 2017, and since then RCL royalties have derived solely from the eBook Central license to RCL matching titles, some \$15K annually. These and related developments emphasize again that from a strategic perspective we need to continue to diversify our product portfolio to mitigate the impact of cuts such as these. In the meantime, there is no denying the pernicious influence of industry consolidation on our business.

### CC Advisor

At the close of its first year, CCA is available in approximately 350 academic libraries in the United States. This respectable start was dependent almost entirely on consortial subscriptions, offered at deep discounts to our list prices, with little uptake from individual colleges and universities. The Center

for Research Libraries, the Colorado Alliance of Research Libraries, and the Statewide California Electronic Library Consortium have all taken out subscriptions on behalf of their member institutions. Hoping to bolster single-site sales, during the year we staged a telemarketing campaign offering CCA to *Choice Reviews* subscribers at a substantial discount and subsequently reached out to subscribers of *The Charleston Advisor* with the opportunity to “Add CCA,” again at a very favorable price. These initiatives garnered few subscriptions. As a result, the fiscal year ended with subscription revenues of approximately \$30K (net to Choice), only 60% of budget. Currently we are looking at outside sales agencies to help us drive subscriptions, but these discussions are in their infancy. For FY20 we are thus forecasting continued—gradual—growth of some 7% over the budgeted \$37.5K for FY19, bringing projected subscription revenue to \$40K. Advertising contributed some \$12.2K during FY18, and we see little increase in that amount over this year and next.

As a reminder, under the terms of our agreement, Choice and The Charleston Company split revenue and expenses equally; the amounts discussed above thus represent 50% of gross business.

## Open Choice

The feasibility of the *Open Choice* project has always centered around three basic questions: (1) Is there a demand for the product as we have planned it? That is, do the functionalities planned for the service answer the needs of instructors, instructional designers, and librarians—in other words, end users—faced with the task of adopting OER for classroom instruction? (2) Given the size of our investment, projected at some \$1.2MM, what business model will afford us a reasonable chance to recoup this sizeable investment? (3) Can we secure sufficient funding to build a baseline version of the product?

Interestingly, it was the third of these issues, funding, that was solved first, owing to the generous action of the ACRL board of directors, which approved a package of grants and “swaps” totaling some \$975K for product development. With substantial funding thus secured, we set about to address the other two issues: end-user demand and business model. As a test of end-user demand, in March of this year we deployed a survey to 88,000 academic instructors, asking about the methods used to identify and evaluate course materials. The “Course Materials Adoption Survey” devoted a significant portion of the survey to users of open educational materials, asking, among other things, about the factors that went into their adoption decision, who was responsible for the decision, the resources they used to identify and evaluate OER candidates, and the tools they deemed most necessary to these tasks. The survey responses validated the need for the product as we have proposed it. Key findings from the survey, including their implications for academic librarians, were captured in a Choice white paper by Steven Bell, published this past September and available at <http://www.choice360.org/librarianship/whitepaper>.

But our attempts to find a workable business model have been less successful. Inclusive access programs, in which commercial publishers offer all students in a course digital access to instructional materials at deep discounts, have addressed one of the major drivers of interest in open educational resources, affordability. Other commercial services, such as Lumen Learning, Intellus Learning (Macmillan, now distributed by EBSCO), and Cengage’s OpenNow, offer open educational resources

with proprietary ancillary materials on a dedicated platform that serves as an LMS. For its part, Unizin, a membership-based educational organization dedicated, among other things, to affordability, negotiates content licenses with publishers and others on behalf of its members and promotes free alternatives like OER and faculty-generated content. These initiatives, particularly when adopted at the system-wide level, have diluted or preempted some of the demand for a service such as ours.

When we turned our attention to those committed to noncommercial, open systems we found other roadblocks. Given our assumptions as to price points and likely market penetration, subscriptions at the level of individual campuses appeared to stand little chance of generating the revenue needed to recoup development costs. Subsequent to that finding, we spent a significant portion of the summer investigating opportunities at the consortial level, culminating in proposals to two large university consortia, in which we offered to create dedicated pilot services for their members. Despite initial encouragement from these organizations, both ultimately decided that a new service, SUNY-Geneseo's less robust, but free, Oasis proved to be sufficient for their needs. Indeed, given the extent to which the OER community is decentralized, with individual states, consortia, and university systems partial to creating tools and collections on their own or taking advantage of existing free services available from OER Commons, OpenStax, or Open Textbook Library, the market for a large, centralized, "top-down" system such as ours seems too small to sustain it. Ultimately, we found it difficult to differentiate our service from these alternatives with enough clarity to make it attractive to university systems.

While our initial idea for a campus wide, top down system does not seem feasible, we did have great interest expressed in this project with more than 550 faculty members indicating interest in reviewing OER materials for Choice, and over 150 reviews commissioned using the detailed [review template](#)<sup>23</sup> CHOICE developed. We are exploring ways that we still might drive revenue from the interest in OERs.

### Advertising and Sponsorships

Sponsorships are growth opportunities for Choice. "Classical" advertising in *Choice* and *Choice Reviews*—space and banner ads and eblasts and newsletters—yielded just above \$600K (before commissions) in fiscal years FY15-17 but dipped substantially this past year. While we expect a rebound in FY19 and FY20, these classical modalities appear incapable of delivering significant revenue expansion, at least without the addition of new products. But the success of the ACRL/Choice sponsored webinar program has given us cause to look for additional, related opportunities, as described here.

From FY14 through the end of FY18, some seventy-six thousand people registered for our 123 webinars, and over twenty-nine thousand of these registrants attended the webcasts. Annual gross revenue was down somewhat in FY18, owing to a contraction of the ProQuest commitment, but is off to a good start in FY19. The success of the program demonstrates that there is a demand for free, professional-development content among our membership. In response to this demand, during FY18 Choice began

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<sup>23</sup> View the template at <http://openchoice.choicereviews.org/review/new>

two initiatives. First is a podcast series, *The Authority File*, consisting of hour-long conversations with authors and library thought leaders, typically underwritten by publishers. Engagement grew throughout its first year, with an average of 860 downloads and 990 streams for each of the fifty-seven episodes produced through August, and the program garnered some \$15.5K in sponsorship revenue overall. We have conservatively budgeted for an equal amount in FY19 and project no slackening of demand in FY20.

The other initiative is a program under which surveys and whitepapers deployed and written by Choice are underwritten by a sponsoring agency. Two such white papers, “The Evolving Institutional Repository Landscape” and “Marketing Academic Library Resources and Services,” were published in FY18, bringing in \$40,000 in sponsorship revenue, and we anticipate matching that number in FY20.

\* \* \*

While it is difficult at this early date to know just what FY19 will bring (let alone FY20), what we *do* know is that business planning and strategic discussions are more or less constant at Choice, with new ideas under constant scrutiny, refinement, and, where feasible, testing. Currently under consideration, for instance, are a Choice bookstore, syndication of the Outstanding Academic Titles list in various formats and with varying selection criteria, sponsored subscriptions for community college libraries, and others. None of these ideas is discussed in this document or made part of our forecast here, but it would be unwise to discount their potential effect. Watch this space.

With these points in mind, we make the following *pro forma* assumptions regarding the FY20 budget found on [page 19](#).

## General Assumptions

### Basic Budget Assumptions

1. All ALA and ACRL fiscal policies will be followed in the development of the budget.
2. The mandated reserve (as set by the ACRL Board) for ACRL and *CHOICE* will be maintained.
3. Professional development offerings must be operated on a full cost-recovery basis.
4. Non-serial publications must be operated on a full cost-recovery basis.
5. Salaries and benefits for division staff will be equal to or less than 45% of the total operating budget. *As a 2-year average to match the swings in the operating budget.*
6. Total administrative costs for the Division will be equal to or less than 60% of the total operating budget. *As a 2-year average to match the swings in the operating budget.*
7. New projects that don’t generate revenue will be charged to the membership services category.
8. Personnel allocations for salaries, benefits, and other related costs and office services, such as postage, copying, telephone, etc., will continue to be charged to the various programs as a percentage of the time spent on the programs.

### Modified accrual accounting

ALA uses accrual accounting, a method which recognizes revenues and expenses at the time the event is held, or product delivered. This method ensures that revenues are on hand for refunds should said

event or product not be delivered. However, ACRL has requested that ALA continue to “recognize” the expenses leading up to the conference/event as they occur so that staff can monitor expenses and adjust as needed. Should ALA be able to develop easily obtained reports detailing expenses, ACRL would consider switching to a full accrual system. At this time, however, we are “paying as we go” and earning the revenues only after we deliver the product, e.g., the publication, the conference, etc.

Given that FY20 is a non-conference year, ACRL would expect a deficit of at least \$250,000 to cover planning expenses for the conference. In addition, because ACRL still has a strong net asset balance we anticipate a larger deficit budget to continue to invest some of the \$3.4 million net asset balance in programs and services that assess and address member needs. If after a few years, there is not sufficient revenue to support some of the new initiatives and staffing we can always rebalance expenses against revenues.

### **Revenues**

- + Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.
- + At least \$25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY21).
- + The Colleagues program has been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders continue to exceed expectations in the fundraising for the ACRL Conference. Other programs have been slightly more challenged, e.g., awards, as sponsors continue to look for more engagement with customers in return for their sponsorship. Staff will budget conservatively for donations related to specific projects. (*Projects 3206, 3800, 3833, and 3835*).
- + An estimated \$200,000 in income from the ACRL long-term investments will be recognized in the draft operations budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (*Project 3200*).

### **Expenses:**

- Travel and communication costs will continue to increase and will be carefully monitored (*all projects*). *Travel and administrative expenses were reduced based on prior year actuals.*
- All staff positions will be filled, and a Diversity Alliance resident will continue in the budget. We will also budget for a one-year extension for the ACLS Public Fellow so that the outreach work for Project Outcome may continue. Some funds also will be budgeted for interns and temporary help.
- Friends Fund disbursements for FY20 will be budgeted at **a minimum of \$32,000** in anticipation of successful fundraising for the RBMS scholarships. (Project 3838)
- ACRL will budget to transfer \$450,000 from its net asset balance to the Choice net asset balance in return for Choice transferring \$350,000 from its Long-term Investment (LTI) to ACRL’s LTI. *Not included in draft budget.*

## Assumptions by Strategic Goal

Goals are listed in the order in which they appear in the *ACRL Plan for Excellence*.

### Value of Academic Libraries

Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes

#### Objectives

1. Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.
4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.

#### Expenses

- \$30,000 will be budgeted for mini grants to practitioner-scholars to carry out research on key questions identified by the June 2020 action-oriented research agenda. These will be awarded through a competitive selection process (10 grants of \$3,000 each); (*Project 3703*)
- \$11,250 will be budgeted for support for academic librarians to present at higher education conferences about VAL related topics, above and beyond the ACRL Liaisons program. These will be awarded through a competitive selection process (6 people @ \$1,875 each as follows: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); (*Project 3703*)
- \$2,000 For maintenance of literature analysis dashboard created by OCLC Research. (*Project 3703*)
- \$10,000 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. (*Project 3703*)
- \$25,000 will be budgeted for potential messaging campaign to communicate the value of academic libraries. (*Project 3703*) *Not included in draft budget.*

### Student Learning

Goal: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

#### Objectives

1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.
2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.

#### Expenses

- \$10,000 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee.



- ~~\$10,500~~ \$8,000 will be budgeted for maintenance and development of the Information Literacy Sandbox.
- Funds (estimated up to \$8,000) will be budgeted if a second Immersion faculty curriculum retreat is needed. (Project 3830) [Not included in draft budget; faculty recently completed a curriculum revision and a retreat is not needed in FY20.](#)
- One Immersion Program will be offered in FY20: the redesigned Immersion curriculum which integrates content from the separate tracks into one offering. (Projects 3830). The program will break even or net a small profit. We are also planning on offering at least one regional Immersion program at a location to be determined (Project 3834). This change addresses the trend toward making more regional programming available. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (Project 3830)
- Funds will be budgeted for Immersion faculty observers for the non-regional Immersion Programs (Projects 3830).

### Research and Scholarly Environment

Goal: The academic and research library workforce accelerates the transition to more open and equitable systems of scholarship.

#### Objectives

1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.
2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship, and power and privilege in knowledge creation systems.
3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

#### Revenues

- + \$10,000 will be recognized from hosts of the 5 subsidized scholarly communication workshops, which are partially subsidized (@\$2,000 each). (Project 3702)

#### Expenses

- Continue offering ACRL licensed workshop on Scholarly Communication with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an estimated direct cost of \$16,750 total: \$9,250 travel = (2 presenters x 5 workshop locations) \* (\$450 flight + \$300 hotel (\$200 \* 1.5 nights) + \$100 2 days per diem + \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations). (Project 3702)
- \$10,000 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (Project 3702)
- ~~\$11,250~~ \$3,750 to support travel by a member leader & a contract researcher to present on research agenda at higher education and library conferences, above and beyond the ACRL Liaisons program. ~~3~~ 1 trips x 2 people = 6 total @ \$1,875 each: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation). (Project 3702)

- \$30,000 will be budgeted for research grants to practitioner-scholar academic librarians to carry out research on key questions identified by the Spring 2019 action-oriented research agenda. These will be awarded through a competitive selection process (6-10 grants of \$3,000 - \$5,000 each); (Project 3702)
- ~~– \$11,250 for travel scholarships to academic librarians to present at higher education conferences about their scholarly communications research, above and beyond the ACRL Liaisons program. These will be awarded through a competitive selection process (6 people @ \$1,875 each as follows: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); (Project 3702)~~
- An additional \$32,697 is budgeted to pay the following:
  - \$14,000 for Library Copyright Alliance (\$14,000 shown in Govt. Relations Project 3704)
  - \$6,200 for SPARC dues;
  - \$5,000 for Open Access Working Group;
  - \$497 for COUNTER dues;
  - \$4,000 for OpenCon2019 2 sponsored scholarships;
  - \$3,000 for advocacy efforts to influence legislative and public policy (Project 3702)

### New Roles and Changing Landscapes

Goal: The academic and research library workforce effectively fosters change in academic libraries and higher education environments.

#### Objectives:

1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.
2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.
3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.

#### Revenues

- + ~~\$25,000~~ \$24,000 in revenues from the ACRL Diversity Alliance will be budgeted. (Project 3402).  
Updated to reflect 48 institutions @ \$500. Number of institutions based on 90% of 2018 membership.

#### Expenses

- \$10,000 will be budgeted as a placeholder for new initiatives to support this goal. (Project 3403)
- \$1,500 in ongoing costs for the ACRL Diversity Alliance. (Project 3402)
- \$2,500 in ongoing costs for the online "Leading Change" course slated to launch in FY19. (Project 3403)

### Enabling programs and services: Member Engagement

The following budget assumptions are presented by enabling program and service area so that we continue to think of resource allocation aligned with the strategic plan.

## Membership Services

### Revenues

- + Membership revenues will be budgeted using the FY18 actual. The FY20 revenue was projected based on the August 2018 membership of ~~9,597~~ ~~10,046~~ (this number excludes the 214 non-dues paying members in FY18). FY20 will be a non-conference year for ACRL. Our membership typically decreases 1.38% on average in a non-conference year, but in the last five non-conference years, membership decreased by 3.51% on average. We recommend budgeting for a 3.5% decrease from ~~the FY18 membership actual of 9,597 personal members~~ ~~FY19 membership (projected to be 10,140)~~. FY20 membership is projected to decrease 3.5% from ~~FY18 actuals the FY19 level~~. Also, ACRL may increase dues slightly in FY20 (if the Board implements an increase based on a possible change to the HEPI index). ~~The Budget & Finance Committee and Board reviewed and supported a proposed dues increase at Midwinter 2019. The Board approved a dues increase at its Spring Board Virtual Meeting on April 25, 2019. The personal membership rate for FY20 will be based on FY18 HEPI, which allow a 2.6% increase; the FY20 dues rates for personal members will be \$68 for regular members and \$44 for retired members. Staff will continue to adjust this recommendation based on the monthly membership reports.~~

### Expenses

- Membership benefits and support for member services will be budgeted following FY18 actual. (Project 3200)
- ACRL will budget \$5,000 to sponsor five ALA Emerging Leaders. (Project 3200)
- ACRL will budget ~~\$4,500~~ ~~\$6,000~~ (updated number in assumptions to match \$4,500 at MW19) to print *C&RL News* wraps welcoming new, reinstated, and renewing members and encouraging lapsing members to renew. (Project 3200)
- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$4,464= (\$8,929/4) x 2
- \$14,000 will be budgeted to support two ALA Spectrum Scholars. B&F members wondered if we should budget for additional scholarships. The Board agreed to support two Spectrum Scholars at its 2018 Fall Meeting. ~~(Project 3200)~~ (Project 3838).
- \$50,000 for as yet unidentified strategic initiatives will be budgeted. (Project 3200) ~~Not included in draft budget.~~
- \$25,000 for coordinated member research efforts. (Project 3200) ~~Reduced to \$10,000 in draft budget.~~
- ~~\$25,000 may be budgeted to for membership marketing (Project 3200)~~ Removed from ~~Reduced to \$15,000 in~~ draft budget.

## Board and Executive Committee

### Expenses

- Funds will be budgeted to support a suite for the ACRL President at Midwinter and Annual Conference—typically about \$340/night/5 nights. (Project 3201)
- Funds estimated at \$63,022 will be budgeted for a FY20 Board Strategic Planning and

Orientation Session. Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees. *(Project 3201)*

- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$4,464 =  $(\$8,929/4) \times 2$  (Project 3201)

### Advisory services and consulting

#### Revenues

- + Gross revenues of ~~\$125,500~~ ~~\$143,500~~ will be budgeted for consulting services in FY20, yielding a modest net of ~~\$18,357~~ ~~\$16,000~~. (Project 3203)

### Discussion Groups

#### Expenses

- No funds beyond staff support will be budgeted as discussion groups do not receive a base funding allocation.

### Awards

#### Expenses

- Donations to support awards will be recognized and staff time, administrative fees, and direct expenses will be budgeted to support the awards program, which consists of 21 awards. (Project 3206)

### Chapters

#### Expenses

- Per member allocations to ACRL Chapters will be funded at \$1.00 per ACRL member residing in the state or region but budgeted based on historic usage of these funds which is below the maximum funding allowed. As ACRL looks to reduce expenses this area of expense reimbursement merits examination. Less than half of the chapters avail themselves of this funding. (Project 3207)
- Funds will be budgeted to support the ACRL Chapter Speakers Bureau program, which funds ten visits to ACRL chapters by ACRL officers. (Project 3207)
- Because no chapter has ever requested funds under this program since its inception, no funds will be allocated in the FY20 budget to implement the Board's policy to give \$10 to chapters for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal year after chapters document membership campaign activities focused on recruiting to ACRL national. If a chapter did undertake this activity, ACRL could fund this from the net asset balance.

### Committees

#### Expenses

- Committees are allowed up to \$150 each. Based on historical requests, \$1,200 will be budgeted.

- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$4,646 = (\$8,929/4) x 2

### **Sections and Interest Groups**

#### ***Expenses***

- Expenses for sections will be budgeted using the section funding formula in place, a base allocation of \$1,000.00 with an additional \$0.75 per section member over 400 (as of August 31).
- Interest Groups are allowed up to \$150 each. Based on historical requests, \$1,500 will be budgeted.
- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$4,464 = (\$8,929/4) x 2

### **Liaisons to Higher Education Organizations**

#### ***Expenses***

- See Advocacy section.

### **Special Events**

#### ***Expenses***

- In recent years, the number of ACRL section and interest group special events at conferences has averaged 16 per year. That average is expected to hold steady through 2020. (Project 3833)

### **Government Relations (Project 3703)**

#### ***Expenses***

- \$14,000 for Library Copyright Alliance (\$14,000 shown in Scholarly Communication Project 3702)
- \$6,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (Project 3704)
- \$3,000 for general travel to support legislative and policy advocacy (Project 3704).

### **Scholarships**

#### ***Expenses***

Funds for scholarships shall be budgeted as follows (Project 3838):

- 2020 RBMS Conference scholarships @ \$16,000 (based on estimated FY18 profit share)
- Immersion Programs @ \$12,000
- E-learning scholarships @ \$1,000
- **Support for 2 ALA Spectrum Scholars @ \$14,000**
- Miscellaneous @ \$3,000 **Not included in draft budget.**

## **Annual Conference Programs**

### ***Expenses***

- Financial support for ACRL’s ALA Annual Conference programs will continue at \$20,000 (per Board Action, June 2004). (Project 3835)
- The President’s Program budget will be \$7,500. (Project 3835)
- Funds of \$200 will be budgeted for a front and back flyer that includes the award winners for the ACRL President’s Program. (Project 3835)

## **Enabling programs and services: Publications**

### **Non-periodical publications**

Overall: The FY18 performance, approx. \$376,000 gross revenues and net revenues of \$58,000 should be a good predictor for FY20. Revenues will exceed expenses. (Project 3400)

### ***Revenues***

- + In FY20, non-periodical publications will be able to recover costs and net a small-medium excess revenue based on the current list of books in progress and expanding backlist. (Project 3400)
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest in FY20. (Project 3400)

### ***Expenses***

- Expenses will be budgeted higher than in previous years to account for increased costs of production, royalty payments, costs of sales, etc. as the new title count and backlist continues to grow. (Project 3400)

## **Library Statistics (Project 3202)**

### ***Revenues***

- + We expect print sales to further decline as we undertake more aggressive marketing and product enhancements to the ACRL Metrics interface. ACRL Metrics revenue is expected to hold steady at FY19 level unless additional consortial agreements are signed. Sales of the ebook versions of ACRL Trends and Statistics through ProQuest are expected to increase.
- + Revenue from the new ACRL/LLAMA Interdivisional Academic Library Facilities Survey database is expected to break even with expenses in the first year and revenue from the will be budgeted in 3202 (FY20).

### ***Expenses***

- We will budget to continue the ACRL Academic Library Trends & Statistics. (Project 3202)

**Standards and guidelines (Project 3204)**

**Revenues**

- + A small amount of revenue from sales of bundles of the Standards for Libraries in Higher Education and IL Framework – approx. \$600 for the Standards and \$1600 for the Framework will be budgeted. (146 packages of 10 @ \$15 each or \$2,190 total). Estimate of \$1,950 is based on FY18 actual sales. However, staff will also consider a small price increase to better recover costs. **Additional \$1,800 revenue from booklets used in RoadShows based on FY18 usage (started IUTing RS costs to 3204 in FY19)** (Project 3204)

**C&RL (Project 3300)**

**Revenues**

- + C&RL revenue continues to come solely from online advertising following the move to an open access online only publication in January 2014. These revenues will continue to be less than what we have previously earned through prints sales but should remain on par with FY18 actual. (Project 3300)

**Expenses**

- Online hosting expenses should decrease from FY18 levels, holding fairly steady with FY19 actual, due to the cessation of preprints in January 2019. This move means we are only paying once per article to add to OJS as opposed to paying for adding both the preprint and final versions. (Project 3300)

**C&RL News (Project 3302)**

**Revenues**

- + Subscriptions: Subscriptions dropped 10% between FY17 and FY18. At this time, we will budget a similar drop for FY20 unless we see a material change in FY19 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Product ads: Overhead exempt revenue (ads in the print magazine and on the website, along with sponsorships of table of contents alerts) are projected to be up from FY18 actual. Online revenue from ACRL e-blasts along with ACRL Update and Keeping Up With sponsorships that are recognized in the News budget are projected to be even with FY18 final numbers. =
- + Classified ad revenues will be budgeted at approximately ~~\$400,000~~, (\$414,000 was budgeted based on FY18 actual and FY19 trends) consistent with the amount we've seen in FY17 and FY18. Classified ad revenue grew steadily from 2010 through 2017, then declined slightly in 2018. ALA JobLIST maintains high visibility in the LIS niche and works to make a compelling case for its unique value as a powerful recruitment tool, which has insulated it a bit from the downward pressure on prices faced by the larger recruitment advertising industry as online job ads are further commoditized. Print job ads now account for only a few thousand dollars of classified ad revenues annually and seem likely to cease altogether within the next couple of years. Online ad

revenues and expenses are split with American Libraries 50/50 through operation of the ALA JobLIST online career center. (Project 3202)

**Expenses**

- Some funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. (Project 3302)
- \$14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. (Project 3302)
- Approximately \$20,000 will be budgeted for ALA JobLIST's ongoing operating expenses, primarily a monthly fee to the platform provider. (Project 3302; *line numbers 5430 & 5412*)
- C&RL News page counts will remain at FY18 levels, pending revenues and expenses. (Project 3302)
- Slight increases in printing and postage are anticipated. (Project 3302)
- Ongoing online hosting expenses ~~decreased compared to will remain at~~ FY18 actual levels (per issue charges plus ongoing costs for altmetric data, Portico preservation, etc.) following the transition to Open Journal Systems in FY17. Additional expenses for special projects may be incurred as well. (Project 3302)

**RBM (Project 3303)**

**Revenues**

- + Subscriptions dropped at a slower rate than expected (15% actual versus 32% projection) in FY18, the first full subscription year following the transition of the journal to open access online. We will budget an 18% decline for FY20 from FY18 actual based on the number of actual subscribers for the fall 2018 issue (FY19). Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Product advertising in the print version of *RBM* is expected to increase slightly from FY18 actual while online advertising will remain at the same level as FY18 actual.

**Expenses**

- Online hosting expenses will remain at FY18 levels following the transition to Open Journal Systems in FY17. (Project 3303)
- Slight increases in printing and postage are anticipated. (Project 3303)
- Page counts should remain at FY18 levels. (Project 3303)

**CHOICE**

**Choice Revenue:**

- + *Choice Reviews* subscriptions will grow by 2%.
- + *Choice* magazine subscription revenue will continue to decline at its current level of approximately 4% annually.
- + *Reviews on Cards* will decline at 10%.



- + Despite strong marketing effort at both Choice and ProQuest, subscriptions to *Resources for College Libraries* will be flat to FY18 in both FY19 and FY20. RCL licensing will remain at around \$15K for the use of RCL content in ProQuest's eBook Central.
- + Net (to Choice) revenue for *ccAdvisor* will be budgeted at around \$50K for combined subscriptions and advertising.
- + Advertising net revenues:
  - o We are assuming that gross advertising revenue for *Choice* magazine will revert to the mean and will stabilize at historical levels (~\$400K) for both this year and the next.
  - o Similarly, *Choice Reviews*/newsletters/eblasts will remain flat or modestly above FY18 (~\$200,000) for both of the next two years.
  - o Overall advertising revenue from all sources (*Choice Reviews*, *Choice* magazine, *ccAdvisor*, white papers, podcasts, newsletters, and eblasts) will grow approximately 8% over FY18 levels, reaching approximately \$640K.
- + We will budget for 25 webinars at an average price of \$7,500, for gross sales of ~\$160K. Assuming the current financial split with ACRL (85/15), this delivers just over \$150K to Choice before sales commissions.
- + Royalties from licensing of *Choice Reviews* will decline slightly over current levels, to perhaps \$495K, for the reasons described herein. RCL licensing, as noted above, will remain flat at \$15K.

### Choice Expenses:

- Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
- All other direct expenses, with the exception of amortization of capitalized expenses, will remain below FY18 levels, owing to continued economies and a recent reduction in force.
- Overhead assumption: 13.2% of revenue.

### Choice Bottom Line:

- Revenues will be flat to FY18 levels.
- Expenses will fall 5%.
- For FY20, net revenue should come in on or close to break-even.
- Outstanding issue: *Open Choice* capitalization and amortization

## Enabling programs and services: Education

### ACRL 2021 Conference (Project 3808)

#### Revenues

- + All revenues pertaining to ACRL 2021 will be recognized in April 2021 after the conference is held.

***Expenses***

- FY20 is a non-conference year for ACRL, which typically means that it is a “spend down” year as we expend funds to prepare for the ACRL 2021 conference without revenues to offset these expenses. Staff salaries and benefits as well as certain deposit and other planning expenses will be budgeted.

**Preconferences and workshops**

***Revenues***

- + Revenues generated from registration fees will cover the costs for Annual preconferences, as these events are budgeted to at least break even. We will budget attendance conservatively to minimize the possibility of having to cancel any event(s) due to low registration numbers. (Project 3811).
- + The RBMS 61<sup>st</sup> Annual Conference will be held in FY20. Revenues and expenses for this program will be set to break even. (Project 3800) Given its strong 60+year history, registration revenues continue to be budgeted at 95% of the previous year’s registration figures.

***Expenses***

- Sections sponsoring preconferences (e.g., RBMS) in FY20 may participate in the program to share net revenue with ACRL, which is spent from the fund balance in FY17. (Project 3275 and 3838)

**Online learning (Project 3340)**

***Revenues***

- + E-learning webcasts and courses will be developed and offered in FY20. We project the number of multi-week course offerings to stay the same or decrease slightly from FY18 levels and expect webcast offerings to stay the same from FY18 levels. We anticipate total revenues will be a little down from FY18 actuals, which saw a peak compared to FY15-17 revenues. (Project 3340)
- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY20.
- + ACRL will continue to offer group registration rates for e-Learning webcasts, as well as the “frequent learner program,” and special pricing for webcast series. (Project 3340)

***Expenses***

- ACRL will continue to provide two complimentary e-Learning webcasts to ACRL chapters per fiscal year.

**Licensed workshops (Project 3341)**

***Revenues***

- + ACRL will continue to license full-day workshops to institutions, chapters, and consortia upon request. Six available workshops cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, the Intersections of Information Literacy and

Scholarly Communications, Data Management, and the Framework for Information Literacy for Higher Education. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)

### ***Expenses***

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop at least one new workshop in FY19 and hiring new presenters in FY20, ACRL will budget for 6 new presenters to shadow workshops in FY20.

## **Enabling programs and services: Advocacy**

### **Strengthening partnerships with other organizations (Project 3501)**

#### ***Expenses***

- \$30,000 will be budgeted to support the work of ACRL's External Liaisons Committee (formerly Liaison Coordinating Committee) through its grants working group. (Project 3501)
- ACRL will continue organizational support Project COUNTER, CHEMA, EDUCAUSE ([dropped EDUCAUSE Dues from draft budget saving \\$2,000](#)), FTRF, American Council of Learned Societies, National Humanities Alliance, and CNI. (Project 3501)
- Modest funding to support additional visits (as opportunities arise) to higher education organization conferences and meetings and those of information –related organizations will be included in the budget. (Project 3501)

### **Communication on major issues and trends in libraries and Higher Education**

#### ***Expenses***

- Continue membership in Library Copyright Alliance at direct cost of [\\$28,000](#) plus staff time, travel. (Projects 3702 and 3704)
- Funds will be budgeted to support ACRL's advocacy efforts to influence legislative and public policy. (Projects 3702 and 3704)
- The full Board will participate in a virtual spring meeting but \$6,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (Project 3704)

### **Project Outcome (Project 3712)**

#### ***Expenses***

- \$50,000 will be budgeted for web maintenance costs for the new ACRL Project Outcome toolkit in the first year.
- \$40,000 will be budgeted to cover travel expenses (airfare, lodging, per diem) for staff or contractor to deliver 20 conference presentations and 5 full-day pre-conference workshops to promote the new toolkit in FY20.

- \$56,500 will be budgeted for staff (or contract) time for promotional work. For a limited, one-year term a staff (or contract) position is needed to design training (in person and online), organize a series of webcasts, and travel to conferences to run presentations and workshops. (The expense associated with the time for these activities are estimated at \$4500 for designing in person and online training; \$2000 for coordinating with AiA RoadShow curriculum designers; and 25 conference trips at \$2000 each.)
- Additional ACRL staff time of 15 hours/week will be needed to provide customer service and technical support for Project Outcome users. After FY20, this time commitment will likely go down.
- \$20,000 will be budgeted for PLA staff time for continuing support on Project Outcome.

## Operations

Operational activities relevant to the quality of ACRL's strategic and enabling programs and services are reported below.

### Staff and office

#### *Expenses—ACRL*

- ACRL's staff budget will include a Diversity Alliance resident and a one-year extension for the ACLS Public Fellow or other term position to staff Project Outcome.
- ~~\$12,000~~ \$5,000 will be budgeted for contract services as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- A small amount of money will be budgeted for replacement printers and furniture as needed. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted.

#### *Expenses—CHOICE*

- See *Choice* expenses.

### ALA Relationship

#### *Long-term investment*

- + ACRL will budget transfer of \$350,000 from its net asset balance to Choice's net asset balance in return for CHOICE transferring \$350,000 from its LTI to CHOICE's LTI. *Not included in draft budget.*
- + ACRL's general overhead payment to ALA will be budgeted at FY20 levels as policy requires, currently estimated at about \$210,000 (FY18 final actual).

#### *Expenses—CHOICE*

- + CHOICE's general overhead payment to ALA will be budgeted at approximately \$425,000 in FY20, based on FY18 actual (third close).

## From: ACRL Budget & Finance Committee

**Brainstorm document:** Determining the appropriate amount for ACRL to maintain as its net asset balance.  
**Draft:** January 26, 2018 | Georgie Donovan  
**Subgroup:** Georgie Donovan, Rickey Best, Kevin Wade Merriman, Tara Baillargeon

**Net Asset Balance:** The accumulated revenues minus expenses for ongoing operations. Funds remaining at any given time are the net asset balance. For ACRL, interest earned on the net asset balance returns to ALA (not to ACRL). ALA earns a very modest return on ACRL's net asset balance. In FY16, the rate of return was 2.64% (ACRL MW17 B&F Doc 11.0). Calculating since 1991, the average rate of return was 4.72% (ACRL MW17 B&F Doc 11.0).

**Long Term Investment (LTI):** The active management of a pool of securities, which includes equities, fixed income (bonds) and real estate investment trusts for the purpose of growing the corpus, assets, and investment resources so as to support current and future Association needs. ACRL earns income from the funds it places in the ALA LTI. The ALA LTI is sometimes described as the "endowment." It is one account and the Endowment Trustees make decisions about asset allocation. Income (interest and dividends), capital appreciation (realized/unrealized gains and losses), and bank fees are proportionately allocated to our share of the endowment (ACRL MW17 B&F Doc 11.0). At the close of FY 17 the total ALA LTI was \$43,542,028.

### ACRL and CHOICE Net Asset and Long-Term Investment Fund Balances

(2006-2016 columns: ACRL MW17 Joint Board & B&F Doc 2.0; 2016-17 column: August 2017 final close performance reports)

	2006-07*	2007-08	2008-09*	2009-10	2010-11*	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17*
<b>ACRL Closing Net Asset Balance</b>	\$3,384,614	\$3,298,608	\$3,854,778	\$3,661,257	\$4,165,480	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,947
<b>Transfers from Net Asset Balance to LTI</b>	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000
<b>ACRL LTI Principal</b>	\$1,936,362	\$1,791,275	\$1,646,026	\$1,743,644	\$2,011,580	\$2,148,558	\$2,363,276	\$2,806,669	\$2,903,373	\$3,332,978	\$3,924,498
<b>ACRL Award Endowments ***</b>	\$178,690	\$170,558	\$155,158	\$164,911	\$177,297	\$185,009	\$198,287	\$233,587	\$224,150	\$234,904	\$255,527
<b>Sum of LTI Principle &amp; Award Endowments</b>	\$2,115,052	\$1,962,323	\$1,801,184	\$1,908,555	\$2,188,877	\$2,333,567	\$2,561,563	\$3,040,256	\$3,127,523	\$3,567,882	\$4,180,024
<b>Rate of Return**</b>						10.5%**	17.5%**	7.7%**	-2.9%**	5.8%**	

\* ACRL Conference Years

\*\* Calendar Year End

\*\*\* Atkinson, Oberly, Leab award endowments

### Additional Reference Documents

[ALA Statement of Revenues and Expenses by Division, February 2015](#)

History of ACRL Endowment Transfers FY12–FY16 | ACRL MW17 Joint Board & B&F Doc 3.0

ALA Endowment Policy 8.5.1 (Spending/Payout/Distribution/Withdrawal) | ACRL MW17 Joint Board B&F Doc 4.0

[How Much in Reserve Funds Should Your Nonprofit Have?](#)

Michael Daily, Executive Director of the Executive Service Corp

Article suggests 6 months operating expenses is a good reserve | and no less than 3 months operating expenses.

Operating Reserves: What are appropriate levels and what is typical in the nonprofit sector?

National Center for Charitable Statistics, Center on Nonprofits & Philanthropy at the Urban Institute, + United Way Toolkit to determine how many risk factors your organization has; suggests a 3 – 6 month reserve based on risk.

**Statement of Revenues & Expenses FY2017 12 Month Financials**

from pg. 13 | [Division Statement of Revenues and Expenses](#) | [ALA Results of Operations FY2017](#) | [Twelve Month Financials](#) | [EBD #4.2](#) / [BARC #4.0](#)  
available at <http://www.ala.org/aboutala/ebd-inventory-2017-2018>

FY17	YTD Actual	YTD Budgeted	Prior Year Actual	Beginning Net Assets	Transfers	End Net Assets
AASL	-\$703,939	-\$454,637	\$58,956	\$757,638	-	\$53,699
<b>ACRL</b>	<b>\$548,562</b>	<b>-\$295,404</b>	<b>-\$360,851</b>	<b>\$4,389,385</b>	<b>\$250K</b>	<b>\$4,687,947</b>
ALCTS	\$83,842	-\$43,606	-\$2,850	\$219,866	-	\$303,708
ALSC	\$285,121	-\$22,012	\$316,953	\$2,461,926	\$162K	\$2,585,047
ASCLA	-\$5,828	-\$9,548	\$22,087	\$136,447	-	\$130,619
CHOICE	-\$166,361	-\$255,899	-\$236,392	\$2,648,059	-	\$2,481,698
LITA	-\$8,180	-\$9,446	\$17,451	\$407,081	-	\$398,901
LLAMA	\$9,877	-\$46,320	-\$4,486	\$195,479	-	\$205,356
PLA	-\$403,705	-\$814,693	\$1,042,922	\$3,464,585	-	\$3,060,880
RUSA	-\$92,579	-\$86,308	-\$82,523	\$382,110	-	\$289,531
UFL	-\$16,741	\$2,985	-\$18,084	-\$193,175	-	-\$209,916
YALSA	-\$117,974	\$47,779	-\$36,474	\$233,835	-	\$115,861
<b>TOTAL</b>	<b>-\$594,267</b>	<b>-\$1,987,109</b>	<b>\$716,707</b>	<b>\$15,103,236</b>	<b>\$412K</b>	<b>\$14,096,969</b>

**Relevant Discussion Issues**

selected from the Greater Washington Society of CPAs Educational Foundation | Nonprofit Accounting Basics  
<http://www.nonprofitaccountingbasics.org/reporting-operations/statement-financial-position>

Is our cash balance increasing or decreasing?

What are current vs. long-term membership dues trends?

Are we preparing for future programming?

Have we invested enough (or too much) in the strategic plan? In staffing?

Do we need to upgrade our equipment or technology?

**PROPOSALS****Primary recommendation:**

Reduce the amount of the net asset balance for ACRL by spending down to a reasonable amount, ideally between 3-6 months of operating reserve (3 months = more risk tolerant; 6 months = more conservative). Base the operating reserve on either revenues or expenditures from conference years (which have larger budgets).

**Secondary recommendations:**

(a) Develop a separate group for determining how to spend these funds and over what period of time.

(b) Develop a strategy to spend the income from the Long Term Investment endowment every year.

Notes:

- Total revenues and expenditures (next page) are taken from pg. 89 of the [ACRL MW17 B&F Packet21 : Memo re: 4<sup>th</sup> Quarter Budget Report, FY2017](#)
- The most recent ACRL Conference (2017) had revenues of ~\$2,815,300; other revenues come from publications (~\$1,122,000 without CHOICE), dues (~\$638,000), other educational offerings (~\$650,000), etc. based on FY17 final close.

**Proposal #1 (low risk):**

Maintain a balance of **six months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17 final close (\$5,368,999) +			
FY 15 (\$5,282,284) total revenues	=	\$5,325,641	
	÷	2	(to get six months / one half of year)
<hr/>			
Net asset balance should be		\$2,662,820	

**Proposal 2 (mid risk):**

Maintain a balance of **six months** operating reserve based on **total expenditures** from two conference years (average of 2)

Average of FY17 (\$4,820,438) +			
FY 15 (\$4,604,875) total expenditures	=	\$4,712,656	
	÷	2	(to get six months / one half of year)
<hr/>			
Net asset balance should be		\$2,356,328	

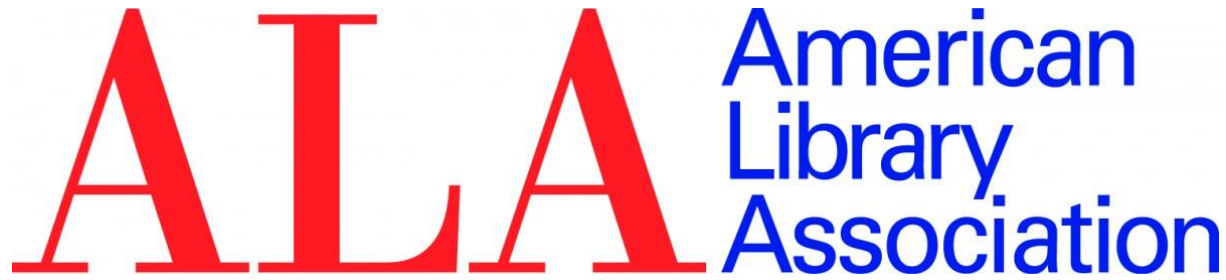
**Proposal 3 (high risk):**

Maintain a balance of **four months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17 (\$5,368,999) +			
FY 15 (\$5,282,284) total revenues	=	\$5,325,641	
	÷	3	(to get four months / one third of year)
<hr/>			
Net asset balance should be		\$1,775,213	

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





# ***A Better*** **ALA**

**A Modern Association  
for a  
Modern Profession**

***Preliminary Recommendations  
ALA Annual Conference 2019***

# Project Charge

The charge is to develop and recommend strategies and tactics to create an ALA with the agility to respond to current challenges and opportunities, and to focus energy and resources on its mission and members in the decades to come. Ultimately, it is to design *a modern association for a modern profession*.

# Steering Committee on Organizational Effectiveness (SCOE) Charge

Appointed by 2017-2018 ALA President Jim Neal in June 2018, the charge of SCOE is to: Carry out a comprehensive review and study of ALA's governance, member participation and legal structures and systems, with the goal of proposing changes that will vitalize its success, strength and agility as a 21st century association.

The Steering Committee on Organizational Effectiveness (SCOE) will provide advice and support to the Executive Board on priority improvements. The work of the Steering Committee will focus on membership development and engagement, and on encompassing the diversity of voices that enrich ALA through incorporating the perspectives, interests and contributions of a wide variety of stakeholders and affiliated groups. Its work will be mission driven and embrace the Association's core values.

Through input and feedback from across the Association, the Steering Committee will explore alternative models and reorganization possibilities. It will work with the Executive Team and a consultant to formulate and present its findings and recommendations to the Executive Board.

# The Foundation

Any assessment of organizational effectiveness begins with the question: “What is the most effecting and effective structure to fulfill our mission, achieve our vision and reach our goals?”

To that end, it is important for us to remind ourselves of that foundation.

## **Mission**

The mission of the American Library Association is to “provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.”

## **Core Organizational Values**

The Association is committed to:

- Extending and expanding library services in America and around the world
- All types of libraries - academic, public, school and special
- All librarians, library staff, trustees and other individuals and groups working to improve library services
- Member service
- An open, inclusive, and collaborative environment
- Ethics, professionalism and integrity
- Excellence and innovation
- Intellectual freedom
- Social responsibility and the public good

## Steps and Timeline

Committee review and development of preliminary recommendations	May 2019
Further review of recommendations	May - June
Staff input discussions	May
Presentations and discussion of next steps at the ALA Annual Meeting	June
Council focus groups	June
Staff input discussions	July
Integration of Chapters and Ethnic Affiliates, fiscal analysis, and further presentations/review of recommendations with members.	July – September
Development of final recommendations (SCOE Meeting)*	September
Presentation of recommendations to ALA Executive Board	October
Final fiscal, legal, and constitution and bylaws analysis	Oct, Nov
Develop final Council presentation	Nov, Dec
Determine implementation strategy	TBD
Presentation to Council	MW 2020
Council vote 1**	Annual 2020
Council vote 2	MW 2021
ALA membership vote	Spring 2021

\*Timeline subject to change based upon member feedback.

\*\*Per Bylaws, any changes to the constitution and bylaws of the ALA must be voted on twice by Council.

# Successful Organizational Effectiveness Projects do the following:

- Develop strategies for increased member engagement
- Identify ways to improve alignment across the organization
- Balance reliability, speed and quality
- Balance effectiveness and efficiency
- Ensure structures and processes are built to support continuous improvement
- Ensure structures and processes support equity, diversity, and inclusion

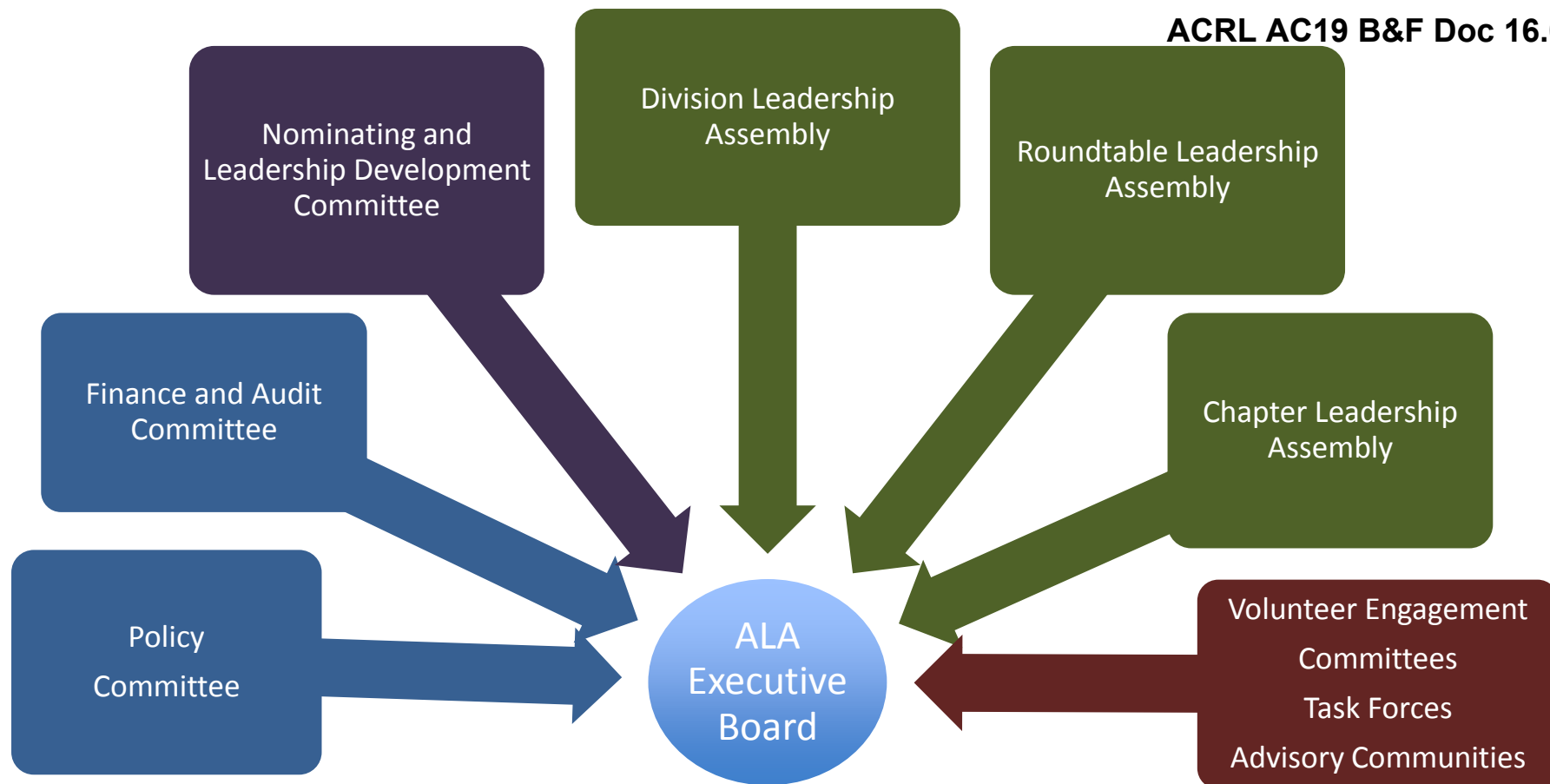
# Preliminary Recommendations

For the last year, ALA has received significant input into the “ideal” operational structure to serve libraries and librarians for the next 150 years (or more). The following recommendations have been developed as a result of numerous surveys, countless hours of conversation, discussions of ideas and models, examination of effective practices by other associations and a consolidation of ideas. They are preliminary recommendations.

# The preliminary recommendations are intended to achieve the following goals:

- Enable consistent, strategic, and effective member engagement
- Enable organization-wide planning focused on a common mission and vision for library workers, library supporters, and libraries
- Be financially sustainable
- Enable sustainable, long-term change (including evaluation of progress and more frequent future adjustments)
- Allow stakeholders to have confidence in decisions made when they are *not* in the room
- Deliver high value products, services, and impact for members





**Blue - Elected by and direct input from membership**

**Purple – Appointed by the Executive Board and receives direct member input**

**Green - Direct input from membership groups**

**Red – Appointed by the executive board and receives input from membership**

# Redesigned ALA Executive Board

The ALA Executive Board will be comprised of seventeen voting members including:

- The following officers elected by the membership:
  - President
  - President-Elect
  - Immediate Past-President
  - Treasurer (three-year term)
- Eight at-large members of the board elected by the membership
- Five members selected by the Executive Board for unique skills required to govern the organization
- The ALA Executive Director will be an *ex officio*, non-voting member of the board
- An Executive Committee will be made up of the officers and Executive Director

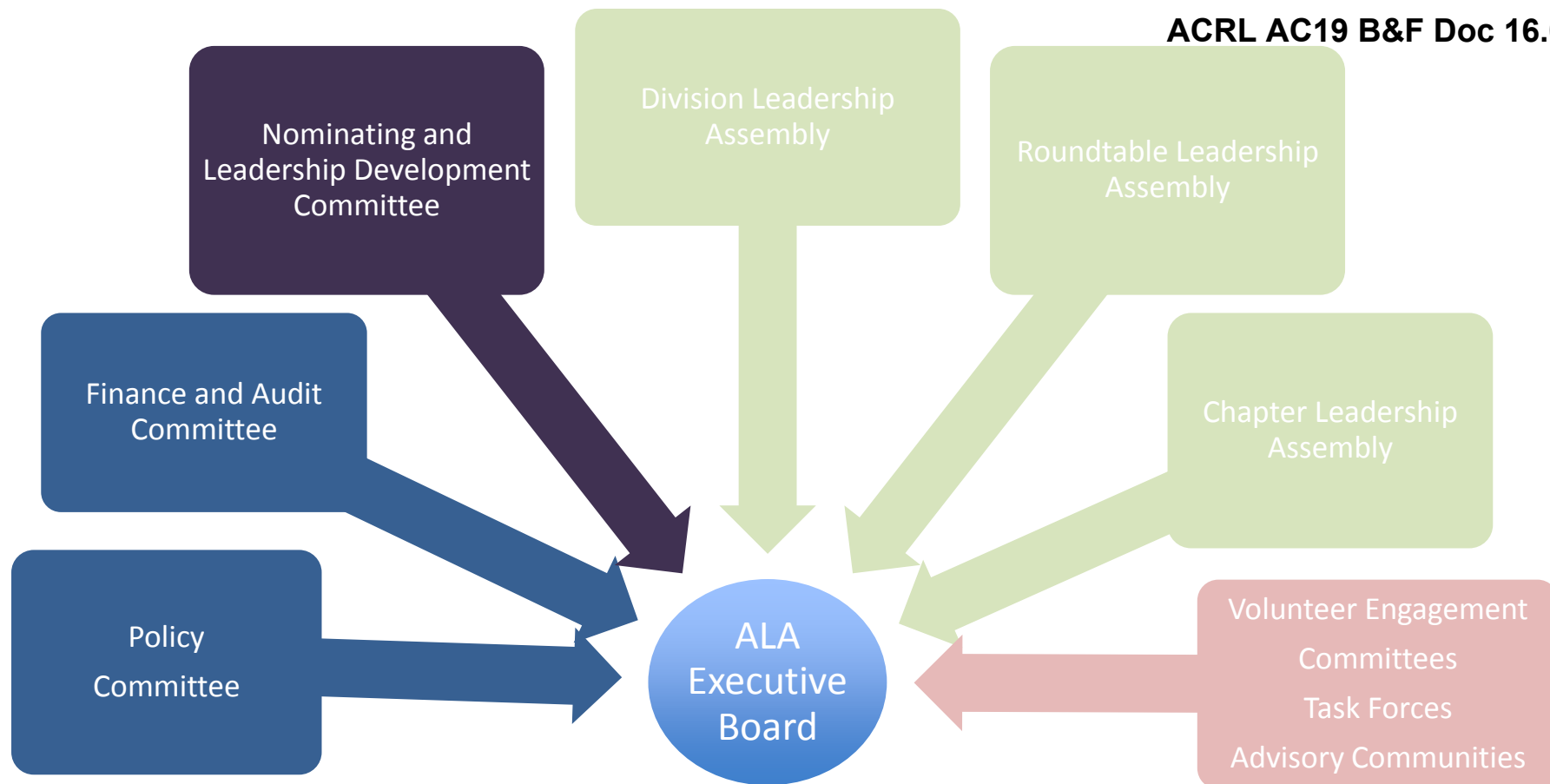
The Executive Board will be the policy-making body of the organization and will utilize the following structure to gain input into the prioritized needs of members.

# Board Input

The ALA Executive Board will require focused, transparent and efficient input to set the priorities and allocate resources.

Three primary committees will support the board:

- Nominating & Leadership Development Committee
- Policy Development Committee
- Finance & Audit Committee



**Blue - Elected by and direct input from membership**

**Purple – Selected by executive board and receives direct member input**

**Green - Direct input from membership groups**

**Red – Appointed by the executive board and receives input from membership**

# Nominating & Leadership Development Committee

A fifteen-member committee shall be nominated by the ALA President and elected by the ALA Executive Board to assist in the identification and development of ALA leadership.

- Members may serve one three-year term. Terms will be staggered.
- The committee will be chaired by an ALA Executive Board Member
- The committee will be supported by ALA Staff
- The committee will work with all ALA groups (divisions, roundtables, etc.) to develop a consistent leadership development program
- The committee will vet and select a slate of candidates for ALA elections
- The committee will establish a prioritized set of criteria to select a slate of candidates and attempt to create a balance of experience and perspectives on the ALA Executive Board and committees
- ALA members will have the opportunity to self-nominate for elected positions

# Policy Development Committee

The ALA membership will elect a fifteen-member **Policy Committee**. The committee will make recommendations to the ALA Executive Board on new or revised ALA policy (internal operations and public policy).

The Committee will hold a **Policy Assembly** for member input during the Annual and Midwinter meetings. In addition, the Committee will host a virtual assembly on priority issues that arise between meetings. *The assemblies shall be open to all ALA members for participation.*

Additional details include:

- Committee members will serve three-year terms. The terms will be staggered. A maximum of two consecutive terms may be served at any time.
- The committee will recommend a set of criteria to the ALA Board to help prioritize issues. That criteria may include impact to the profession, ability of ALA and groups within ALA to have impact on the desired result, and timeliness of the issue.
- The committee may take policy recommendations from members, groups within the ALA, or requests from the ALA Executive Board for member discussion of issues.

# Finance & Audit Committee

The Finance and Audit Committee will provide input to the ALA Executive Board on the current and future financial priorities of the ALA.

- There will be fifteen members on the committee: Twelve will be elected by the ALA membership to no more than two, three-year terms. Three members will be ALA Executive Board members. Terms will be staggered. A maximum of two consecutive terms may be served at any time.
- The Committee will be chaired by the ALA Treasurer.
- The ALA CFO and staff will work with the committee to establish an annual budget.
- The committee will hold a budget assembly at ALA meetings (replacing BARC and PBA).
- With staff, the committee will evaluate the fiscal impact of proposed policies.
- The committee will oversee the annual audit.

# Planning and Engagement Leadership Assemblies

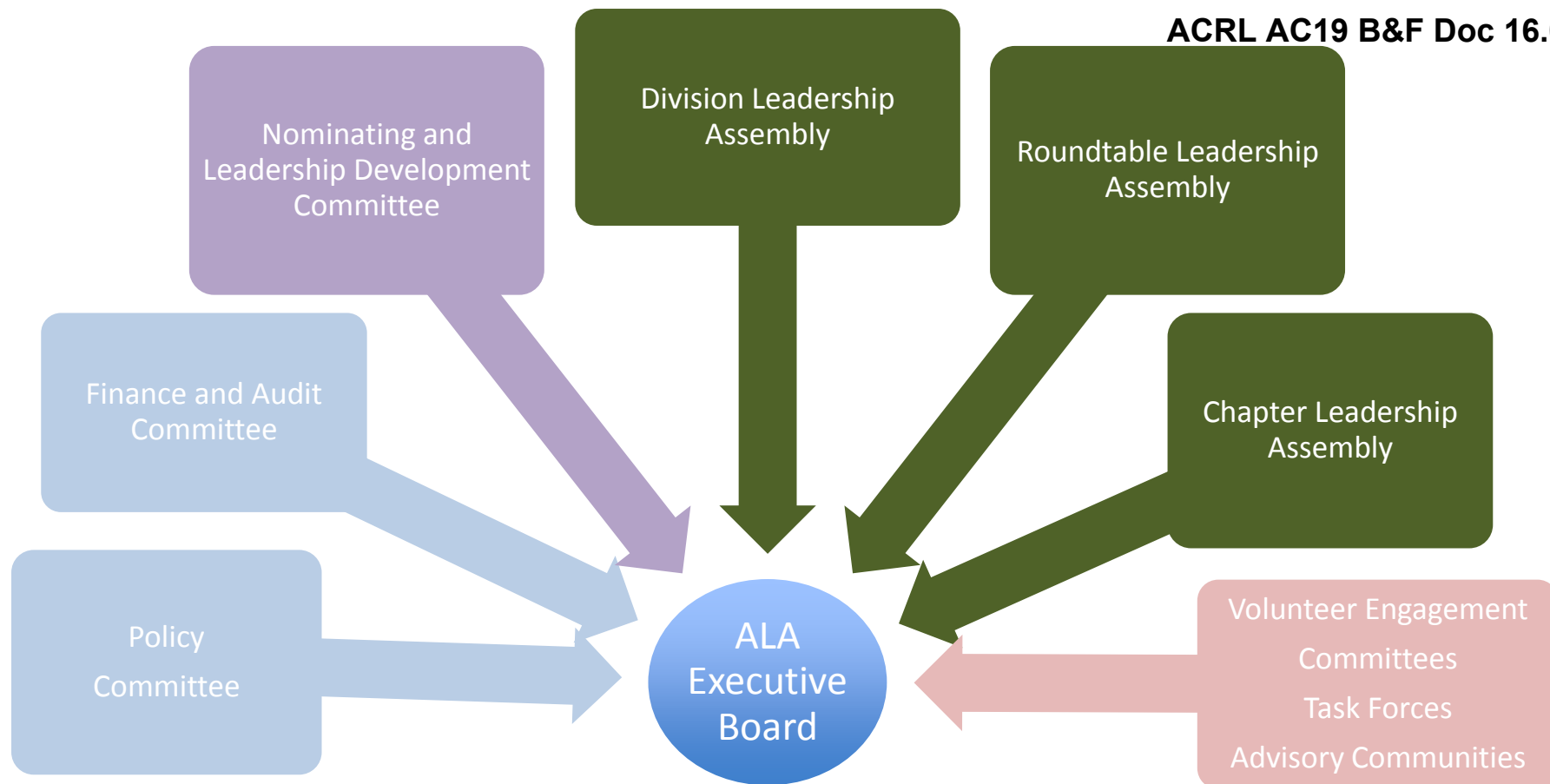
ACRL AC19 B&F Doc 16.0

**Leadership Assemblies** will be established to provide an open communication exchange to and from the ALA Executive Board and all ALA members. They will also provide opportunities to bring efficiency and consistency to the related organizations along with reinforcing a common sense of purpose. This structure will reduce the current barriers for communication to the Executive Board where members must communicate first through council who then may communicate to the Executive Board.

The following Assemblies will be convened at the ALA Annual Meeting, the Midwinter meeting and virtually throughout the year.

- Division Leadership Assembly
- Roundtable Leadership Assembly
- Chapter Leadership Assembly





**Blue - Elected by and direct input from membership**

**Purple – Selected by executive board and receives direct member input**

**Green - Direct input from membership groups**

**Red – Appointed by the executive board and receives input from membership**

# Planning and Engagement Leadership Assemblies

Each Assembly will focus on three important activities:

1. Offering input to the ALA Executive Board on critical issues identified by the ALA, groups or members.
2. Serving as a forum for integrated planning and prioritization.
3. The sharing of effective practices among the groups represented.

## **Participation:**

Assembly participants will include two elected leaders from the oversight body of the participating groups, the senior staff leader of the group, and a designated ALA Liaison from the group represented.

An ALA Executive Board liaison will convene the Assemblies in consultation with staff and represented groups. A co-convenor will be selected from the group and by the participants. Liaisons will be responsible for developing compelling agendas and ensuring communication throughout the year. All ALA members are invited to participate in the Assemblies.

The Assembly structure is designed to consolidate and/or utilize existing meetings to create efficiency and streamlined lines of communication to the Executive Board and reduce barriers to communication. For example, the Chapter Leadership Forum will consolidate the chapter leaders meeting and chapter relations meeting into one, ongoing assembly. The Roundtable Leadership Assembly will replace the Roundtable Coordinating Committee and provide more support and structure for the work of that group.

# Additional ALA Leadership Groups

- **Endowment Trustees** will continue to manage the investments of the Association. They will provide an Annual Report at the Finance and Audit Assembly.
- There will be a general **Membership Meeting**. The most effective timing and structure are to be determined.
- An **Accreditation Commission** to best support accreditation activities will be explored

# The Volunteer Work of the ALA

Meaningful, effective and efficient volunteer engagement is the cornerstone of any successful association. The following recommendations are intended to bring a streamlined method of engagement with consistency for **all** ALA members.

It will be critical to utilize new digital tools to streamline the identification and selection of participants to any volunteer group. That process should be consistent across all ALA related organizations and should be integrated with work of the Nominating and Leadership Development Committee. All members of ALA Volunteer Work Groups will be appointed by and accountable to the ALA Executive Board.

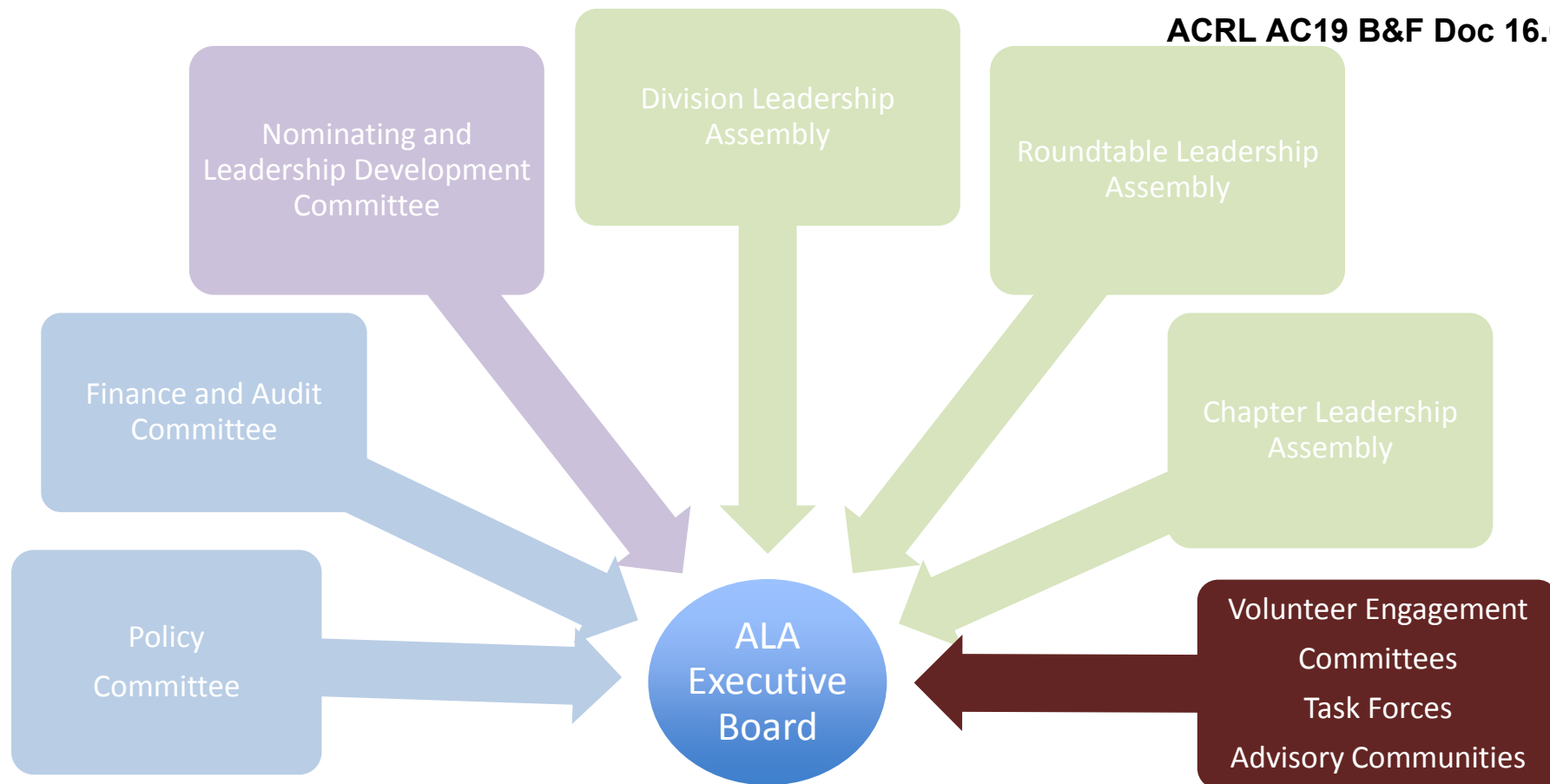
# Volunteer Engagement Groups

## The Work of the Association

**Advisory Communities** – charged by the ALA Executive Board to advise on important, timely issues across the profession and the association. May recommend working groups.

**Working Groups** – appointed groups with a specific charge, defined timeframe, clear deliverables tied to ALA's strategic directions

**Communities of Practice/Engagement/Interest** – groups that give members the opportunity for socializing and sharing common experiences and interests



**Blue - Elected by and direct input from membership**

**Purple – Selected by executive board and receives direct member input**

**Green - Direct input from membership groups**

**Red – Appointed by the executive board and receives input from membership**

# Advisory Communities

**Purposes:**

- Allow for member input and ongoing support for ALA offices and programs
- Provide critical member input into areas of concern and values
- May propose working groups to address specific projects or needs that may arise from member input

**Function:** Advise Executive Board or ALA Offices

**Example:** Center for the Future of Libraries Advisory Group

**Accountability:** Executive Board or ALA Offices

**Composition:** Executive Board appoints member leaders to cultivate and coordinate discussions. Appointments will be informed by volunteer interest forms, ALA staff recommendations and other methods that may be identifies to engage members.

**Relationship to Staff:** Staff Liaison

# Working Groups

**Purposes:**

- Carry out the work of the Association
- Focus on important, timely issues
- Focus on specific projects to promote the Association's strategic directions

**Function:** Carry out specific, time-bound charges set by Board

**Example:** Task Force on Sustainability

**Accountability:** Executive Board

**Composition:** Appointed by the ALA President with emphasis on diversity and inclusion as well as relevant experience/expertise. Members are not required to be ALA members if their expertise is necessary. Year-round volunteer form and a call for volunteers for specific projects will help inform the appointments to Working Groups.

**Relationship to Staff:** Staff Liaison



# Communities of Practice/Engagement/Interest

**Purposes:**

- Provide opportunities for members to socialize and share common experiences and interests
- Through discussion, members may propose a working group or program

**Function:** Provide opportunities for members to network, share common experiences, and learn from each other

**Examples:** LITA Interest Groups, AASL Special Interest Groups, Entrepreneurship and Maker Spaces Member Interest Group

**Accountability:** Executive Board

**Relationship to Staff:** Limited staff oversight

**Composition:** Members may elect a leader through ALA Connect. Participation will be free of additional dues and open to all.

# Member Engagement Divisions

60% of ALA members have also joined a Division. It is clear that there is a strong connection between many of the valuable programs and services offered by divisions and our members. This connection should be enhanced where possible.

It is also important to recognize that the library ecosystem is changing. The future of ALA member engagement must recognize those changes and adapt as necessary. The following structure was developed with that in mind.

# Member Engagement Divisions

ACRL AC19 B&F Doc 16.0

- ALA strategic plan and division strategic plans should be in alignment.
- Division leadership structures and volunteer engagement structures should be consistent with ALA leadership and volunteer structures. This will be more efficient for the organization and for members, allowing members to see paths to leadership and engagement.
- We envision the ALA Executive Board will look to Divisions for content expertise before initiating a new volunteer group.
- Current division consolidation and realignment efforts should be encouraged to continue.

# Member Engagement Divisions

- A possible Division membership model that will be tested by Avenue M along with other pricing models is: Every member will be a member of the ALA and a division. There would be one dues amount for all members.
- There should be an examination of the most effective way to consolidate divisions (that may extend beyond the scope of the SCOPE project).

# Member Engagement Roundtables

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Roundtables are a growing percentage of ALA members. While the current structure of Roundtables has developed a depth of support, there is a strong sense that some structural consistency may lead to a breadth of increased connection and engagement with all ALA members.

We envision that:

- The ALA Executive Board will look to Roundtables for content expertise before initiating a new volunteer group.
- We will increase the minimum number of members required for ALA staff support. Currently, Roundtables need a minimum of 100 members. For an association of more than 50,000 members a larger minimum needs to be established -- this will help the organization prioritize efforts on areas of high value to a large percentage of members.

# Member Engagement Roundtables

- All future documents will be located in Connect.
- All elections will be administered within Connect.
- The mission, values, and bylaws of Roundtables will be aligned with the ALA mission and values.
- All Roundtables will have the same operating document.
- A single dues structure will create administrative efficiency.

# Member Engagement Membership Initiative Groups

- Transition to Connect online discussion groups
- Will be utilized as a mechanism to identify expertise for volunteer engagement groups
- Online discussion groups will be utilized to identify emerging issues and member trends

# Keep the Conversation Going!

- For more information on the work of SCOE and to stay up to date, follow our ALA Connect Group: “Organizational Effectiveness (SCOE) Project: Discussion Forum” (<https://bit.ly/2ZGwxiC>)
- To provide feedback after Annual conference, post in the SCOE Connect group or email SCOE Chair, Lessa Pelayo-Lozada: [lessalozada@gmail.com](mailto:lessalozada@gmail.com)
- This presentation will be repeated virtually on July 8<sup>th</sup>, 2019 at 1pm Central



# Organizational Effectiveness (SCOE) Project: Discussion Forum

## SCOE Preliminary Recommendations

[Lessa Pelayo-Lozada](#)

Dear Members,

The long awaited preliminary recommendations from the Steering Committee on Organizational Effectiveness (SCOE) are here for your analysis, comments, and input! These focus on building upon the strengths of ALA to embrace our mission and core values, to create alignment within our association, and to bring value to our members. Ultimately, we are looking towards our future as an association together, for the future of libraries and the future of information access. We hope these recommendations look at ways our association can cultivate and support member and staff leadership, engagement, and trust, as the SCOE considered options based on the urgency from member input, data trends and financial realities. **This is truly a once-in-a-generation opportunity to create a more efficient organization for future members and to address issues that have been decades in the making.** (For a history on the work of SCOE, please visit and join our [ALA Connect community](#).)

The attached slide deck goes into the details of the preliminary recommendations and is what will be discussed at Annual in DC as well as virtually during our SCOE input webinar on July 8th at 11am.

Briefly, SCOE's preliminary recommendations include:

- Responding to the urgency of member input, data trends and financial realities for a thriving future.
- Redesigning the ALA Executive Board and Council for effective and efficient prioritization and broad member input.
- Modernizing ways that members engage in the work of the association and with each other in the library community.
- Channeling the function of Council through a new committee structure with less barriers where members will engage in the work of the Association through Committees, Task Forces and Advisory Communities that make direct recommendations to the Board and are accountable directly to the board.
- Members engaging with each other through Divisions, Roundtables and Interest Groups.

Per the timeline as outlined on slide 5, we will be taking input and feedback and integrating comments from members into the next phase of our recommendations, which we hope will be final recommendations, but may become a round two of recommendations depending on the feedback we receive over the next few months.

We invite you to our virtual and in person presentations and have multiple avenues for providing feedback:

- Virtually
    - Input Webinar on July 8th at 1pm Central: Jim Meffert and SCOE Chair, Lessa Pelayo-Lozada will present on the preliminary recommendations and solicit feedback via the webinar chat box. [Register here](#)
    - Reply to this thread in the SCOE ALA Connect community or the ALA Members community.
    - Email [lessalozada@gmail.com](mailto:lessalozada@gmail.com)
  - In Person at ALA Annual in Washington, D.C.
    - All sessions will be held in Washington Convent Center, Room 103B
- 
- [Saturday, June 22, 12:00pm - 1:30pm](#)
  - [Saturday, June 22, 2:30pm - 4:00pm](#)
  - [Sunday, June 23, 12:00 pm - 1:30pm](#)
  - [Sunday, June 23, 2:30pm - 4:00pm](#)
  - [Monday, June 24, 12:00pm - 1:30pm](#)

Our committee has tried its best to integrate as much of the feedback as we could in to these preliminary recommendations thoughtfully and intentionally. We look forward to hearing your input over the next few months.

Sincerely,  
Lessa Kanani'opua Pelayo-Lozada  
SCOE Chair

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Lessa Kanani'opua Pelayo-Lozada  
ALA Executive Board Member  
Chair, ALA Steering Committee on Organizational Effectiveness  
Adult Services Assistant Manager, Palos Verdes Library District  
she/her/hers



## What's the BUZZ about SCOE

[June 6, 2019 ACRL Board of Directors](#)

As you may have heard, ALA, ACRL's parent organization, is considering a range of significant changes to our 142-year-old association. In June 2018, then-ALA President Jim Neal appointed a Steering Committee on Organizational Effectiveness (SCOE), facilitated by consultants from Tecker International. SCOE consists of 19 members from across the association who represent the Executive Board and Council, divisions, round tables, committees, and ALA staff. ACRL is very ably represented by ACRL Board of Directors member Emily Daly.

This group was asked to conduct a comprehensive review and study of ALA's governance, member participation, and legal structures and systems. SCOE was asked to explore ideas for the future of ALA's governance groups such as the Executive Board and Council. ALA's relationships with its divisions (including ACRL), round tables, and committees are also under review.

As part of this review, SCOE is also charged with proposing new models that will revitalize ALA's success, strength, and agility as a 21st-century association.

### What does SCOE do exactly?

With input from across the association, SCOE is exploring new structural models and reorganization possibilities for the future of ALA. The work of SCOE includes a strong focus on membership engagement, ensuring that the diversity of voices that enrich ALA are heard by incorporating the perspectives, interests, and contributions of a wide variety of stakeholders and affiliated groups. Its work is mission-driven and embraces ALA's core values. At the end of the process, SCOE will present its findings and recommendations to the ALA Executive Board for their consideration. Following review by the Executive Board, any proposed changes would likely be reviewed by ALA Council and brought before the full ALA membership for a vote.

### Why should you be interested?

As busy as we all are with work and volunteer responsibilities, it is easy to focus on our individual homes in ACRL or ALA at the expense of larger conversations. We know that many ACRL members are most engaged with our division or with a component of it, rather than with ALA as a whole. You may work most closely with your Instruction Section peers or be most involved in your Technical Services Interest Group. We all find great value in the professional networks that we build with our ACRL colleagues.

However, SCOE is developing new models of governance and membership that may affect the way all of ALA, including ACRL and its component groups, looks and functions in the future. Some of the changes SCOE might propose could be required by bylaws or the ALA Constitution to go to the full association membership for a vote. But other changes may not require such a vote to be put into action.

It is important that all ACRL members be engaged in the process now to make sure our voices are heard while SCOE is still developing its recommendations.

### **How can you keep up-to-date and add your voice to the conversation?**

On Monday, April 29, SCOE hosted an online Information Session on Prioritization and Member Engagement through Divisions. [A recording of the one-hour session has been posted to the SCOE ALA Connect group](#) (login required). SCOE Chair Lessa Pelayo-Lozada also gave an update on the project at the ALA Virtual Membership Meeting on May 9. You can watch a recording of the Annual ALA Virtual Membership Meeting on the ALA website, the SCOE report begins at the 45:27 mark.

If you would like to provide feedback to SCOE before its initial draft model is released in the lead up to the upcoming ALA Annual Conference, please leave feedback by [joining the Organizational Effectiveness \(SCOE\) Project: Discussion Forum](#) on ALA Connect or email Lessa Pelayo-Lozada at [lessalozada@gmail.com](mailto:lessalozada@gmail.com). You can also share your thoughts by filling out [the SCOE Virtual Session Feedback Survey](#).

### **SCOE at ALA Annual**

SCOE will hold five open sessions at the ALA Annual Conference in Washington, D.C. at which members can comment on the proposed new organizational models. These 90-minute sessions will all take place in room 103B in the Walter E. Washington Convention Center:

- [Saturday, June 22, 12:00–1:30 PM Eastern](#)
- [Saturday, June 22, 2:30–4:00 PM Eastern](#)
- [Sunday, June 23, 12:00–1:30 PM Eastern](#)
- [Sunday, June 23, 2:30–4:00 PM Eastern](#)
- [Monday, June 24, 12:00–1:30 PM Eastern](#)

Virtual participation will be made available for those who cannot attend in person, check the SCOE ALA Connect group for access information. For those who aren't able to make it to Annual or attend one of the conference sessions virtually, there will be another virtual presentation at 2:00 p.m. Eastern on Monday, July 8. Registration information for the online session will be posted when available.

### **Make your voice heard!**

No matter how you choose to participate in the process, we encourage you to learn more about SCOE's work to date and give your honest feedback. Together, we can help build a new ALA that both embraces the future of the profession and continues to provide avenues for ACRL members to connect and grow.

## ALA Operating Agreement

### A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1)

1. Preamble
2. Current Organizational Values of ALA
  1. Unity
  2. Diversity
  3. Authority
  4. Autonomy
  5. Collaboration/Cooperation
3. Purpose, Scope, Implementation, Review Process, and Definitions
  1. Purpose and Scope
  2. Implementation
  3. Review Process
  4. Definitions
4. Use of ALA Services
5. Financial
  1. Dues
  2. Council Actions with Fiscal Implications
  3. Services and Charges
  4. Fund Balances
  5. Endowments
  6. Furniture and Equipment
  7. Division Budget Review
  8. Divisions with Small Revenue Bases/Number of Members
  9. Association Finances
  10. Other
6. Publishing Activities
7. Personnel
8. Division national Conferences, Preconferences, and Related Activities
9. Annual Conference and Midwinter Meeting
10. Special Projects of Divisions
11. Planning

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#### 1. *Preamble*

The American Library Association (ALA) is unique among American associations in the manner in which it is structured. It is one association, with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is governed by one Council, from which its Executive Board is elected, and is managed by an Executive Director who serves at the pleasure of that Board.

It is also the home for eleven Divisions, each of which has:

- a statement of responsibility developed by its members and approved by ALA Council;

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

- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

Divisions and all other units of ALA are inextricably interrelated in structure, personnel, resources, overall mission, and operations. All members of Divisions are first members of ALA. Their voluntary selection of Division membership is an indication of their special interests, in addition to their general concern for libraries and librarianship, and it demands the commitment of the Divisions to serve those special interests.

By this commitment, expressed in publications, conference programming, advisory services, and other educational activities germane to their mission statements, the Divisions serve the American Library Association as a whole. By supporting Division operations through the provision of space and services, ALA gives tangible evidence of its recognition of the importance of Divisions in meeting the needs of its members.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a collaborative style of interaction and to remaining flexible enough to address the ever-changing issues facing libraries and librarians.

This collaborative model implies mutuality in all relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the differences between Divisions and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.

These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the services provided by ALA, and ALA members and units must recognize the value to ALA as a whole of the services provided by Divisions.

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA [Bylaws, Article VI, Section 2b](#))
- Representation on ALA Council to raise issues and to set policy (ALA [Bylaws, Article IV, Section 2c](#); ALA Policy 5.3)
- Representation on the Planning and Budget Assembly (ALA [Bylaws, Article VIII, Section 2](#))
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services ( [ALA Policy 6.4.1 VII](#))
- Day-to-day involvement of Division staff in the operations and deliberations of the Association Representation on Association-wide bodies including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force

- Participation in the planning process.

In sum, this document is designed to continue a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

## 2. *Current Organizational Values of ALA*

This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.

### 1. *Unity*

ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.

### 2. *Diversity*

ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.

### 3. *Authority*

Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of the Association, to the profession of librarianship, to the broader educational community, and to the public at large.

### 4. *Autonomy*

ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out their missions when their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions.

### 5. *Collaboration/Cooperation*

ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.

3. *Purpose, Scope, Implementation, Review Process, and Definitions*

0. *Purpose and Scope*

Divisions have a substantial degree of autonomy and responsibility; however, the corporate and legal entity is the American Library Association. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution and Bylaws and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ALA has other policies and procedures that govern the relationships with other organizational units.

1. *Implementation*

Implementation of these policies will be carried out under the direction of the ALA Executive Director, working with the department heads and Division executive directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

2. *Review Process*

To make this Agreement responsive to the needs of the Association, it shall be reviewed on an annual basis by those responsible for the governance of ALA and its membership Divisions. Changes may be recommended by Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:

- Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.
- Midwinter-Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.
- Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.
- Annual-Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to Executive Board for action by Council. Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the program of ALA and of the Divisions.



Roles of Key Parties to operating agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the operating agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to operating agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and Executive Board. Division
- Executive Directors: identify problem areas and issues and review as appropriate with management and Division Boards.

3. *Definitions*

The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:

- *Policies*: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.
- *Operational Practices*: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the “Policies” document that may require negotiation between departments and membership Divisions.

Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

- *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, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.

- *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/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.
- *Overhead*:
  1. Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue-generating activities identified in this policy document.
  2. External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.
- *Fund Balance*: Accumulated net revenue.

#### 4. *Use of ALA Services*

All ALA Divisions must use exclusively the following services provided by ALA: Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives. ALA Divisions must be housed in properties owned or leased by the Association.

#### 5. *Financial*

Divisions are governed by prevailing ALA fiscal policies and procedures. Divisions shall participate in formulating and revising these policies and procedures.

##### 0. *Dues*

Divisions 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](#))

Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA [Bylaws, Article I, Section 2 A.7](#))

##### 1. *Council Actions with Fiscal Implications*

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

Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)

*2. Services and Charges*

The fiscal arrangements between ALA and its membership Divisions in regard to charges for services can be categorized in five ways. The five categories are defined below. Specific examples of the services in each category are given.

1. ALA provides to Divisions at no direct charge the following services of ALA Departments and Offices:
  1. Staff Support Services Department
    - Office space and related services
    - Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice
    - Distribution services
    - Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member
    - Equipment maintenance on equipment supplied by ALA
    - Personnel services
    - Purchasing
    - Data processing (as defined in an Operational Practice)
    - Storage and warehouse space
  2. Member Programs and Services and Communications Departments
    - Conference Arrangements, including:
      - Staff travel costs and per diem for Midwinter Meetings and Annual Conferences
      - Equipment (e.g., AV and computers including the cost of labor), supplies, services, and space for programs, meetings and offices at the Midwinter Meeting and Annual Conference (as defined in an Operational Practice)
      - Exhibit space at Annual Conference
    - Membership services
    - Public information services, including the preparation and distribution of news releases
  3. Fiscal Services Department
    - Accounting
    - Financial systems
    - Planning and budgeting
    - Business expense (insurance, legal, audit)
    - Credit and collections
  4. Publishing Department
    - Copyright service
    - Rights and permissions
  5. Executive Office
  6. Washington Office
  7. Office for Intellectual Freedom

8. Office for Literacy and Outreach Services
9. Office for Library Personnel Resources
10. Office for Research
11. Library and Research Center
2. ALA charges Divisions for the actual costs of the following services of ALA departments:
  1. Staff Support Services
    - Specialized data processing, as defined in an Operational Practice
    - Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control
    - Printing and duplication, as defined in an Operational Practice
    - Telephone services not specified in V.C.1.a., as defined in an Operational Practice
    - Postage for special mailings, as defined in an Operational Agreement
  2. Fiscal Services
    - Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.
    - Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:
      - registration fees
      - exhibit space rental
      - meal functions, except for separately-ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:
        - 50% of the ALA composite rate in 1991 and 1992
        - 75% of the ALA composite rate in 1993
        - 100% of the ALA composite rate in 1994).
    - Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:
      - net sales of materials
      - subscriptions
      - advertising except in those publications which are provided to Division members as a perquisite of membership
      - other miscellaneous fees.
    - Overhead will not be assessed on revenues from:
      - dues
      - donations
      - interest income
      - ALA royalties to Divisions
      - travel expense reimbursements from outside organizations
      - separately-ticketed events at conferences (e.g., tours and meal functions)
      - advertising in those publications which are provided to Division members as a perquisite of membership

3. Publishing
  - Subscription and order billing services
  - Central production services
  - Marketing services
3. ALA and the Divisions share the costs of the following:
  - Division Leadership Enhancement Program
  - Awards promotion
4. Divisions assume total responsibility for the following costs:
  - Division personnel compensation
  - Projects and activities of the Divisions except as specified in this agreement
  - Membership group support (governance - boards, committees, etc.)
  - Furnishings and equipment purchased by Divisions and over which they have sole control and use. *See also* Section IX, Annual Conference and Midwinter Meeting.
5. Divisions may:

Purchase services or products from other ALA units and outside agencies, consistent with ALA policy.

3. *Fund Balances*
  0. ALA Divisions build and maintain fund balances appropriate to their needs. A fund balance is defined as accumulated net revenue.
  1. Divisions will not receive interest on fund balances or deferred revenue.
4. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source including existing fund balances once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the budget review process and approved financial plan. The establishment of Division endowments will follow the guidelines outlined in ALA policy. The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy.

5. *Furniture and Equipment*

ALA will provide basic furniture and equipment to each regular Division staff member.

Divisions will retain sole control and use of all furniture and equipment purchased with Division funds.

Divisions may acquire additional furniture and equipment in two ways:

0. Above the capitalization limit:
  0. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.
  1. Divisions can purchase furniture and equipment through ALA budget request process by paying the scheduled depreciation, subject to ALA priorities and approvals.
1. Below the capitalization level, Divisions have the authority to purchase equipment outright.

6. *Division Budget Review*

Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Divisions also have the responsibility to alert the Association to any planned activities that could have a potential negative impact upon the fiscal stability of the Association.

7. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.

Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.

8. *Association Finances*

The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

9. *Other*

0. *Credit and Collections*

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

1. *Unrelated Business Income Taxes (UBIT)*

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

6. *Publishing Activities*

The ALA Publishing Committee has the responsibility for control of the ALA imprint.

A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. Materials prepared by a Division for other than its own publication must be offered to ALA Publishing Services for first consideration. A Division has the right to accept or reject ALA's offer and pursue other publishing opportunities.

Divisions exercise editorial and managerial control over their periodicals.

The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.

A Division may purchase production and distribution services from ALA's central production unit. A Division may also purchase marketing services from the Publishing Services Department.

ALA Publishing Services pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services on royalties and other variables of publishing. An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.

ALA has the sole right to record and market tapes of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of tapes of a Division's conference programs. Divisions have the right to record and market tapes of Division preconferences, programs at ALA Annual Conferences which ALA chooses not to record, Division national conferences and regional institutes.

## **7. *Personnel***

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the memberships of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves as an ALA Program Director, a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director and the Division Board in consultation with the ALA Executive Director.



The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designates.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, Associate Executive Director, Member Programs and Services, and Division Executive Director. The Division Board shall convey its recommendation to the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has delegated the responsibility for evaluating the performance of Division Executive Directors. The Associate Executive Director, Member Programs and Services, shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

8. *Division National Conferences, Preconferences, and Related Activities*

Divisions may conduct preconferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy 7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and Midwinter Meeting in order "to view and explore areas of divisional concerns in depth." Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters.

9. *Annual Conference and Midwinter Meeting*

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except financial support for staffing and equipment as described in Section V.C.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable

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



process in which the Divisions participate. Meal functions and special events must be self-supporting.

**10. *Special Projects of Divisions***

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding.

**11. *Planning***

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. They have the responsibility to develop and implement a planning process to guide their program and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive reporting.

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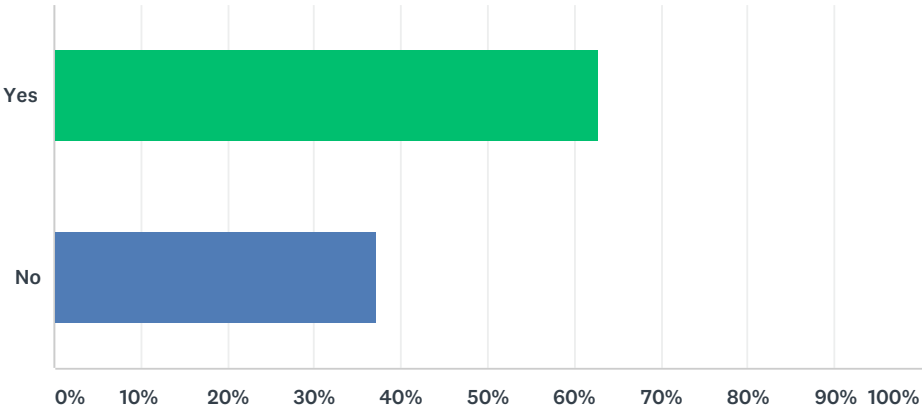
Q1 Please indicate what leadership role you have with ACRL: (Check all that apply)

Answered: 67    Skipped: 0

ANSWER CHOICES	RESPONSES	
ACRL Board of Directors	5.97%	4
Division-level Committee Chair/Vice Chair	34.33%	23
Division Goal Area Committee Chair/Vice Chair	7.46%	5
Interest Group Chair/Vice Chair	17.91%	12
Section Chair/Vice Chair	28.36%	19
Discussion Group Chair/Vice Chair	4.48%	3
Chapter Councilor	1.49%	1
Other	7.46%	5
Total Respondents: 67		

Q2 Over the past two years, have you attended ALA Midwinter at least one time in your role as an ACRL leader?

Answered: 67    Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		62.69%	42
No		37.31%	25
TOTAL			67

## Q3 If you have not attended ALA Midwinter, in your role as an ACRL leader, why not?

Answered: 28    Skipped: 39

#	RESPONSES	DATE
1	N.A.	6/5/2019 7:12 PM
2	My term as Vice-Chair begins July 2019.	6/5/2019 1:30 PM
3	Lack of funding from institution	6/4/2019 11:45 AM
4	I do not have the budget to attend Midwinter. Sometimes I can't even attend Annual. Conference travel is also challenging at this stage in my life because I have a young family.	6/3/2019 5:19 PM
5	Budgetary constraints at work and the distance.	6/3/2019 2:14 PM
6	Attended ALA midwinter, but was not in ACRL role at the time.	6/2/2019 7:15 AM
7	I have only just started my position as an ACRL leader, it's hard to get funding to travel to ALA Midwinter for an academic librarian when ACRL and ALA Annual are more valuable, and I am uncomfortable flying to blizzard areas in the winter.	6/2/2019 2:57 AM
8	We don't have in person meetings.	6/1/2019 1:20 PM
9	I did not have the funding to attend both ALA Annual and ALA Midwinter as well as any other conferences I was interested in.	5/30/2019 9:39 AM
10	As a task force chair I was able to submit a report instead via the associated ACRL liaison. Which was fortune as our library travel budget was unable to cover the costs of attending MidWinter, and it would have been difficult for me to make up the difference.	5/30/2019 7:55 AM
11	Limited budget	5/30/2019 7:24 AM
12	Attending to ALA conferences a year is too expensive. I lack the funding to attend and most meetings can be held virtually.	5/29/2019 9:05 AM
13	I don't have a strong justification to use limited professional development money to attend the face to face meetings and the educational offerings are minimal.	5/29/2019 1:05 AM
14	Mainly because I didn't need to for my role. Additionally, my institution doesn't support funding for me.	5/28/2019 6:59 PM
15	The cost -- can only afford Annual or Mid-winter	5/28/2019 6:13 PM
16	My professional travel budget of \$1,000 per year isn't enough to cover attendance at both Midwinter and Annual. My section moved to all-virtual Midwinter meetings a couple of years ago, and there isn't enough other programming of interest at Midwinter to justify me paying out of pocket to attend.	5/28/2019 5:30 PM
17	I did not attend Midwinter 2019 as my committee completed all of its work virtually in January and I could not justify the expense. For the same reason not attending ALA Annual 2019 in Washington D.C.	5/28/2019 3:52 PM
18	Newly appointed to leadership position; also my committee eliminated the face to face meeting at MW several years ago.	5/28/2019 3:48 PM
19	Lack of funding from institution to attend.	5/28/2019 3:09 PM
20	I really only have enough funding to attend one conference a year and I do not have enough funding to attend Midwinter in addition to another conference, for example, where I might be presenting my research. I've been told by my administration that "it seems like a really expensive meeting."	5/28/2019 3:08 PM
21	It was not necessary for my committee's work.	5/28/2019 3:00 PM
22	There is little reason to do so beyond personal interest. Historically my editorial board has not had enough members attending to arrive at a quorum.	5/28/2019 2:58 PM

23	I will note that the only reason I have attended an ALA Midwinter in the past two years is because it was located in the city in which I live. Otherwise, I would not have attended.	5/28/2019 2:49 PM
24	- I cannot afford attendance, and my committee meetings are handled virtually.	5/28/2019 2:44 PM
25	Financial limitations.	5/28/2019 2:15 PM
26	Our section has gone completely virtual.	5/28/2019 2:14 PM
27	I do not have the travel funds to attend Midwinter and also present at conferences (the latter of which counts more towards my tenure evaluation).	5/28/2019 2:08 PM
28	We do not need to meet in person at ALA Midwinter.	5/28/2019 2:05 PM

## Q4 Indicate the ACRL Leadership meetings you have attended and in what format (check all that apply):

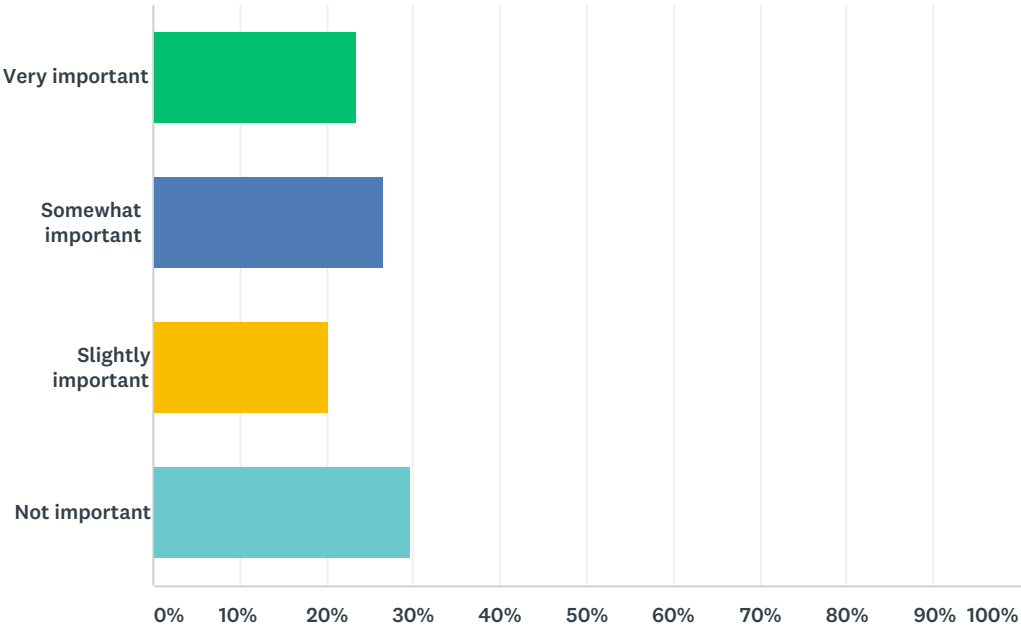
Answered: 64    Skipped: 3

	FACE-TO-FACE/IN-PERSON	VIRTUAL	TOTAL RESPONDENTS
ACRL Leadership Council	92.31% 36	10.26% 4	39
ACRL Leadership Social/Networking event	100.00% 36	0.00% 0	36
ACRL Board Meeting(s)	88.89% 16	16.67% 3	18
Section Executive Committee Meeting(s)	73.33% 22	56.67% 17	30
Division Goal Area Committee Meeting(s)	90.91% 10	27.27% 3	11
Division-level Committee Meeting(s)	75.76% 25	57.58% 19	33
Interest Group Meeting(s)	55.56% 15	62.96% 17	27
Discussion Group Meeting(s)	82.76% 24	44.83% 13	29
Chapters Council	80.00% 4	40.00% 2	5

#	OTHER (PLEASE SPECIFY)	DATE
1	Budget & Finance meetings, programs, etc.	5/30/2019 4:37 PM
2	All the task force meeting were virtual. As the chair of a task force it was not clear that I was supposed to attend any of the ACRL Leadership meetings, given the temporary nature of the group.	5/30/2019 7:55 AM
3	Section-level committee meeting in person and virtual	5/29/2019 4:02 PM
4	Many, many Section meetings	5/28/2019 3:06 PM
5	In the past served on ACRL Board	5/28/2019 2:36 PM

Q5 Of the meetings you attended, how important was it that the meeting was in-person?

Answered: 64    Skipped: 3

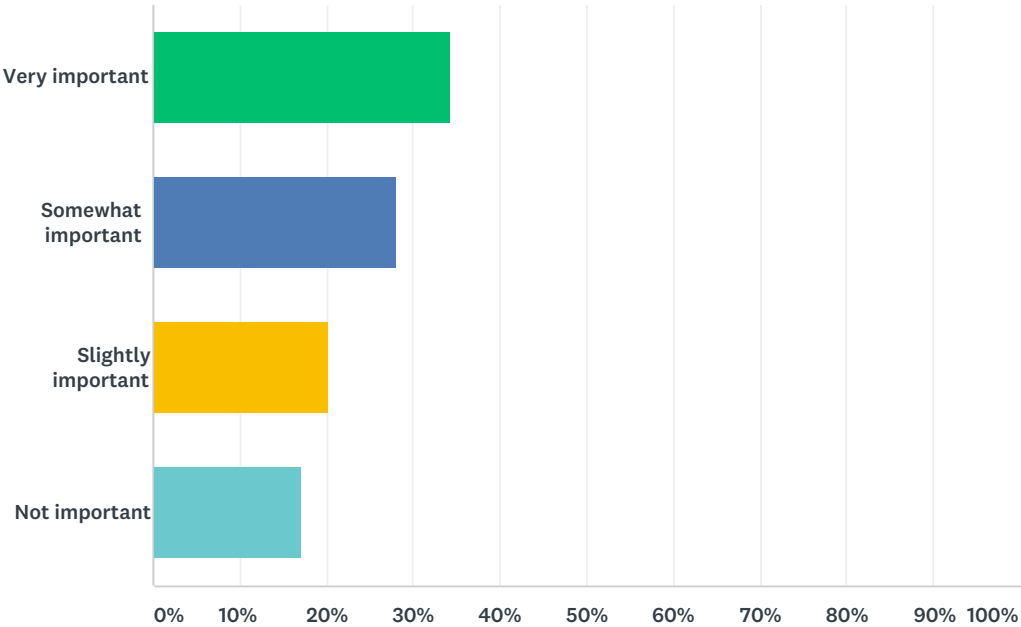


ANSWER CHOICES	RESPONSES	
Very important	23.44%	15
Somewhat important	26.56%	17
Slightly important	20.31%	13
Not important	29.69%	19
TOTAL		64



Q6 Of the meetings you attended, how important do you feel your presence at the meeting was to achieving your goals as an ACRL leader?

Answered: 64    Skipped: 3



ANSWER CHOICES	RESPONSES	
Very important	34.38%	22
Somewhat important	28.13%	18
Slightly important	20.31%	13
Not important	17.19%	11
TOTAL		64

**Q7 Of the meetings you attended, please rate the importance of holding in-person meetings for each of the following meetings on a scale of 1 to 5 where 1= not important and 5= very important.**

Answered: 61 Skipped: 6

	1 - NOT IMPORTANT	2	3	4	5 - VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
ACRL Leadership Council	4.35% 2	17.39% 8	19.57% 9	28.26% 13	30.43% 14	46	3.63
ACRL Leadership Social/Networking event	8.51% 4	14.89% 7	12.77% 6	25.53% 12	38.30% 18	47	3.70
ACRL Board Meeting(s)	10.00% 3	16.67% 5	6.67% 2	30.00% 9	36.67% 11	30	3.67
Section Executive Committee Meeting(s)	8.33% 3	27.78% 10	36.11% 13	16.67% 6	11.11% 4	36	2.94
Division Goal Area Committee Meeting(s)	17.24% 5	24.14% 7	37.93% 11	13.79% 4	6.90% 2	29	2.69
Division-level Committee Meeting(s)	24.39% 10	21.95% 9	36.59% 15	14.63% 6	2.44% 1	41	2.49
Interest Group Meeting(s)	41.18% 14	17.65% 6	17.65% 6	11.76% 4	11.76% 4	34	2.35
Discussion Group Meeting(s)	27.03% 10	21.62% 8	18.92% 7	13.51% 5	18.92% 7	37	2.76
Chapters Council	28.57% 6	33.33% 7	23.81% 5	14.29% 3	0.00% 0	21	2.24

**Q8 Based on the current vision for the Vision 21 Conference & Expo for January 2021 in Indianapolis, ACRL might need to shift when it holds Leadership meetings. If ACRL Leadership meetings need to be held in conjunction with this conference but on different dates, please rank your preferences for when you would be willing to attend: (1 = Not at all willing, 5 = Most willing)**

Answered: 63 Skipped: 4

	1 - NOT AT ALL WILLING	2	3	4	5 - MOST WILLING	TOTAL
Thursday and Friday before the conference begins	21.43% 12	10.71% 6	8.93% 5	19.64% 11	39.29% 22	56
Monday and Tuesday after conference	35.85% 19	22.64% 12	15.09% 8	13.21% 7	13.21% 7	53
Might attend the conference but would probably not attend ACRL Leadership meetings	42.86% 21	6.12% 3	28.57% 14	14.29% 7	8.16% 4	49
Would not attend the conference	36.00% 18	10.00% 5	32.00% 16	2.00% 1	20.00% 10	50
Other	66.67% 6	0.00% 0	11.11% 1	11.11% 1	11.11% 1	9

## Q9 Given the proposed changes to ALA Midwinter, please provide suggestions/feedback about what kinds of meetings are important for ACRL Leadership to further the work of ACRL.

Answered: 26 Skipped: 41

#	RESPONSES	DATE
1	I think the work of committees happens virtually now, so I support making the content changes suggested...if there is going to be a physical Midwinter meeting.	6/5/2019 1:30 PM
2	I have to have face-to-face contact with my committee members in order to build trust and create an environment for more radical change. The face-to-face communication is what people are craving. We just want to know we are not alone!	5/30/2019 4:37 PM
3	Maybe the European Studies Section should meet at MLA Modern Languages Association in January instead of at ALA MW. There doesn't seem to be a role for us at the new MW, but we do need to meet in person somewhere.	5/30/2019 12:35 PM
4	I have never found the ALA Mid-Winter conference particularly useful or enticing, given the financial burden and potential logistical issues involved (e.g., adverse weather and associated travel). However, the ACRL conference has always been positive. I hope you are able to make MidWinter as compelling as the ACRL conference.	5/30/2019 7:55 AM
5	My advice is to give up on thinking in the Midwinter; do not try to replicate the in-person meetings and do not expect people to attend a winter meeting.	5/29/2019 4:02 PM
6	I personally don't quite get this and question above (8) question. Having said that, it is not pleasant to come to a midwinter meeting given the potential of getting stuck due to weather. If the meetings are to be more content focused, I believe that summer is best.	5/29/2019 1:55 PM
7	The proposed meetings would appeal to public libraries/librarians but not to academic libraries/librarians. If you want this to appeal to academic librarians the meetings should focus on best practices for library instruction, collection development, and diversity/inclusion issues. Based on the proposed meeting types there is nothing of interest that would make me want to attend.	5/29/2019 9:05 AM
8	i have valued the speakers and community-building activities at leadership council, as well as the informational updates. the updates could all be provided at a virtual meeting, and we could forgo the networking and professional development/community-building aspects.	5/28/2019 7:33 PM
9	Sections meeting could hold a meeting but allow committee members to come in virtually. It is important to meet, but the cost might be the issue.	5/28/2019 6:13 PM
10	I think an all-virtual Midwinter for ACRL would work just fine. Going virtual has been very positive for my section -- it has lowered the barrier to participation and leadership for many members who can't travel for financial or personal reasons.	5/28/2019 5:30 PM
11	Most meetings work fine virtually. I have enjoyed both virtual and face to face meetings for ACRL committee work.	5/28/2019 5:05 PM
12	When I was involved as an officer for sections and committees, the Board, etc., face-to-face was incredibly helpful. I never got to attend the rest of the conference, except for some keynotes and socials, so ACRL meeting outside of Midwinter from my perspective is not a problem.	5/28/2019 3:52 PM
13	I can't speak to all the types of leadership meetings, but as I mentioned, our division level committee has already eliminated in-person meetings at Midwinter in favor of a virtual meeting held beforehand. I would prefer that other broad meetings that do benefit from in-person attendance, such as the ACRL Leadership Council, be held at Annual only if the new model is adopted.	5/28/2019 3:48 PM
14	I think it's important for ACRL leadership to connect and network face to face. However that can happen - and more than once a year - gives us the opportunity to share questions and issues, as well as get on the same page strategically and organizationally.	5/28/2019 3:44 PM
15	not sure	5/28/2019 3:09 PM

16	Midwinter meetings should continue in a virtual format, not on a weekend.	5/28/2019 3:08 PM
17	We need better communication. I am a section chair and receive very little information about what's going on at the ACRL and ALA levels -- this has been particularly problematic this last year as changes are being discussed and information is not shared and conveyed across leadership and membership.	5/28/2019 3:06 PM
18	Virtual meetings are just fine for committee work and for presentations to a group. Networking is much harder to do remotely. I would be more interested in attending a meeting in conjunction with a workshop, rather than just a meeting by itself.	5/28/2019 3:00 PM
19	First of all I find it very difficult to see that downsizing will be rightsizing for ALA or ACRL. Instead I think that all ALA & its divisions should move to a virtual online meeting to conduct business at midwinter and plan for a large annual conference. Exhibitors won't come for such a small group - especially if they are not the target audience. What kind of programming will take place at MW? Meetings can be conducted virtually and discussion groups & Interest Groups can hold webinars and promote them widely however there needs to be a better infrastructure for that. I am not sure that most of the business conducted or announced at Leadership Council needs to be in-person but a required orientation session for new leaders should be established in late July that covers all the details and that past-chairs have a role in communicating vital information & procedures to new leadership.	5/28/2019 2:36 PM
20	Pick either Monday or Friday, not Tuesday or Thursday for hotel reservations.	5/28/2019 2:27 PM
21	I find face to face meetings essential. That said, Annual is enough for me. Whatever is decided needs to be very clear -- many of us do not have funding to attend all of these conferences!	5/28/2019 2:17 PM
22	I don't think it makes much sense to restrict leadership meetings to dates outside of the conference. This will place a significant financial and time burden on individuals and reduce participation.	5/28/2019 2:15 PM
23	I think there's no need for ALA to have two separate meetings per year anymore. Annual is enough. Not attending midwinter anymore also actually lets me attend ACRL more often now	5/28/2019 2:14 PM
24	I think taking Midwinter in a different direction is a good idea. I attended the bulk of MW events since I joined the association as a student but wish there was more a dedicated focus so that people can truly get something great out of attending. With that, I DO like MW...I find Annual just too big and have shifted my attention to the division (ACRL) in which I align professionally.	5/28/2019 2:13 PM
25	I think meetings where real work is completed that can only be done face to face is important. Guest speakers or stunted discussions aren't worthwhile. And if we continue to meet, networking is crucial and should remain.	5/28/2019 2:11 PM
26	Encourage and improve process for blended meetings. There are many other conferences competing for librarians to attend. Blended participation would also help diversify the participation of the membership.	5/28/2019 2:08 PM

## Q10 Any other comments or thoughts for consideration:

Answered: 26 Skipped: 41

#	RESPONSES	DATE
1	As always, my concern is the ability of librarians to attend to physical conferences a year (even if Midwinter is limited to directors and those within a 200 mile radius). At our institution, our travel budget was cut by half for the upcoming year.	6/5/2019 1:30 PM
2	My role as Section Chair will be over by the time 2021 comes around. For that reason, I likely would not attend a mid-winter meeting of any sort due to lack of funding resources. I was able to get my dean to agree to support me for the duration of chairing the section but after that I will not have that support.	6/4/2019 4:10 PM
3	It would be great to have at least one slot for content sponsored by each Section at the ACRL Conference itself. I recognize that there's already a lot going on at ACRL but I would prefer to have a day of business meetings or a Section/IG day of content tacked on to that event even if it's only every other year. I have spoken to many early career librarians who are interested in my section but baffled by not having an official presence at the ACRL conference... they are not likely to come to Midwinter and Annual since they're perceived as way too big, less relevant to their roles, and frequently overwhelming.	6/3/2019 5:19 PM
4	When face-to-face networking and communication opportunities go down, engagement also drops. We should expect to see a drop off in engagement, membership, committee involvement, and progress toward our goals the less we meet in person.	5/30/2019 4:37 PM
5	As mentioned previously, it is not clear under which category temporary groups such as task forces fall. Hence it is not clear whether or not attending any leadership meetings is required or necessary. Some clarification in this area for future chairs of such temporary groups would be useful.	5/30/2019 7:55 AM
6	Meeting in person is superior to meeting virtually, though it is possible to do work virtually --- I marked some of these meeting as working as virtual meetings, though the experience is inferior. I prefer to see us give full attention to Annual as a face-to-face event and stop Midwinter. I can't account for the book and media awards; maybe they can meet in Chicago at a set time every January. I've attended every Midwinter and Annual for many years, excepting only a few missed due to babies or a death. This was because I had accepted an appointment and felt that attendance was part of the deal. I'd like to be either clearly obligated or clearly set free. As for virtual discussion/interest groups meetings, when I see those posted, I don't pay any attention. For me, that is conference content.	5/29/2019 4:02 PM
7	Regardless of what happens with Midwinter, committees need better support for virtual/hybrid meetings. The demand is high and the supply is low- I always end up using my own institution's platform, but not everyone can do that.	5/29/2019 11:39 AM
8	ALA needs to drop the Midwinter meeting completely. No other professional organization holds two meetings a year. Also 2021 will be an ACRL conference meeting year so academic librarians will not attend the "new" Midwinter meeting. I just do not see the need to hold two meetings a year. People can meet virtually if they want to have a meeting in January.	5/29/2019 9:05 AM
9	I believe that face to face meetings are important but should be kept to no more than 2 days.	5/29/2019 8:48 AM
10	I have been in section or division leadership for over 20 years. As time has gone on, fewer people come to Midwinter. I used to enjoy the networking and face to face committee meetings. At the last conference, so few people were there, the committee meeting was not worth holding and the networking opportunities were sparse. I have already decided to forgo Midwinter in the future.	5/29/2019 7:33 AM
11	I am really new to ACRL leadership, so my participation this far is just beginning. I think it's GREAT to plan on doing more virtual attendance for all committee and interest group meetings, beyond the program sessions. This enables greater, more flexible participation.	5/29/2019 1:05 AM
12	given that there seems to be no space for in-person meeting in the revisioned midwinter, i think we should move to a fully virtual meeting. i can't justify flying in just for leadership meetings and likely wouldn't attend the conference (and certainly not for the full time, let alone extra days for meetings)	5/28/2019 7:33 PM

13	I've always wondered why there isn't more ACRL Leadership activity at the ACRL biennial conference. Shifting some face-to-face activity away from Midwinter to the ACRL conference would increase my incentive to attend the latter.	5/28/2019 5:30 PM
14	During years where there is an ACRL conference I am unable to attend all 3 meetings. However, I have committee work that has been best facilitate through midwinter and annual attendance. It would be helpful if more meetings were virtual for midwinter especially as it would allow me to attend ACRL during those conference years.	5/28/2019 5:05 PM
15	ACRL rocks!	5/28/2019 3:52 PM
16	Speaking for myself, the cost of attending so many conferences per year is unsustainable, is frankly unnecessary, and does not offer a good return on investment.	5/28/2019 3:13 PM
17	I "called in" to the Midwinter meeting in 2019, but the setup was not great in that I could only hear the people near the laptop and could not hear the discussion.	5/28/2019 3:08 PM
18	I am fine with getting rid of ALA Midwinter meetings but then ACRL and ALA really have to step up capacity and support for virtual meetings.	5/28/2019 3:06 PM
19	I think it is ridiculous that ALA Midwinter happens at all. It is a cost burden on members who want to increase involvement. I particularly cannot afford to attend ALA Midwinter, ALA Annual, and ACRL (years when it occurs). Adding dates that require people to be away from work and increases travel costs is not a solution.	5/28/2019 2:49 PM
20	I think Midwinter is important for ALA Council and award ceremonies. The rest of the work, I believe, can be handled virtually. I think travel expenses are an issue for many, including me. Annual is a large enough expense.	5/28/2019 2:44 PM
21	this will be a big change but with fewer people choosing to attend meetings, we need to offer a different infrastructure.	5/28/2019 2:36 PM
22	Again, funding is a major issue. I am only able to attend Midwinter and Annual because I am a committee chair and it is required and I was able to use that "requirement" to ask my employer for additional funding. I'd prefer to see NO Midwinter conference at all.	5/28/2019 2:17 PM
23	Thank you for doing this. Looking forward to seeing ALA do new things.	5/28/2019 2:13 PM
24	The Vision 21 conference/expo is confusing- is that in addition or in replacement to Midwinter?	5/28/2019 2:11 PM
25	I appreciate the networking and growth opportunities of the ACRL Leadership council meetings. The rest of my committees meet virtually at Midwinter. The only reason I've attended in recent years was to recruit for open librarian positions and to do collection building. Generally, midwinter is not a high priority for me for travel.	5/28/2019 2:09 PM
26	In my work as a section chair I've seen a declining ability of members to attend Midwinter Conference (and to a lesser degree Annual). Recruiting new leaders is difficult due to some of the conference meeting requirements. I believe with current technology, virtual meetings is a reliable and effective way to conduct business and move the organization forward.	5/28/2019 2:07 PM

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



# ACRL AC19 B&F Doc 18.1

## ACRL Units Meeting Face-to-Face and Virtually Midwinter 2019 and Annual 2019

Unit Name	Unit Type	Midwinter 2019			Annual 2019		
		Not Meeting at All	Face-to-Face	Virtual Only	Not Meeting at All	Face-to-Face	Virtual Only
Chapters Council	Chapters		Face to Face			Face to Face	
Academic/Research Librarian of the Year Award Committee	Committee		Face to Face		Not Meeting		
ACRL 2019 Component Committees	Committee		Face to Face		N/A		
ACRL 2019 Coordinating Committee	Committee		Face to Face			N/A	
ACRL 2019 President's Program Planning Committee	Committee		Face to Face		Not Meeting		
ACRL 2020 President's Program Planning Committee	Committee	N/A	N/A	N/A		Face to Face	
ACRL 2021 Brainstorming/Coordinating Committee	Committee		Face to Face			Face to Face	
Board of Directors	Committee		Face to Face			Face to Face	
Budget & Finance Committee	Committee		Face to Face			Face to Face	
Equity, Diversity and Inclusion Committee	Committee		Face to Face			Face to Face	
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Committee	Not Meeting			Not Meeting		
Excellence in Academic Libraries Award Committee	Committee			Virtual Only	Not Meeting		
External Liaisons Committee	Committee		Face to Face			Face to Face	
Government Relations Committee	Committee		Face to Face			Face to Face	
Hugh C. Atkinson Memorial Award Committee	Committee	Not Meeting			Not Meeting		
Immersion Program Committee	Committee		Face to Face			Face to Face	
Information Literacy Framework and Standards Committee	Committee			Virtual Only			Virtual Only
Leadership Recruitment & Nomination Committee	Committee			Virtual Only			Virtual Only
Liaisons Assembly Committee	Committee		Face to Face			Face to Face	
Membership Committee	Committee			Virtual Only			Virtual Only
New Roles and Changing Landscapes Committee	Committee		Face to Face			Face to Face	
Professional Development Committee	Committee	Not Meeting			Not Meeting		
Professional Values Committee	Committee		Face to Face			Face to Face	
Publications Coordinating Committee	Committee			Virtual Only		Face to Face	
Research Planning and Review Committee	Committee			Virtual Only		Face to Face	
Research and Scholarly Environment Committee	Committee		Face to Face			Face to Face	
Section Membership Committee	Committee			Virtual Only		Face to Face	
Standards Committee	Committee		Face to Face			Face to Face	
Student Learning and Information Literacy Committee	Committee		Face to Face			Face to Face	
Value of Academic Libraries Committee	Committee		Face to Face			Face to Face	
Assessment Discussion Group	Discussion Group		Face to Face		Not Meeting		
Balancing Baby and Book Discussion Group	Discussion Group		Face to Face			Face to Face	
Continuing Education/Professional Development Discussion Group	Discussion Group	Not Meeting			Not Meeting		
Copyright Discussion Group	Discussion Group		Face to Face			Face to Face	
First Year Experience Discussion Group	Discussion Group	Not Meeting				Face to Face	
Global Library Services Discussion Group	Discussion Group	Not Meeting			Not Meeting		
Heads of Public Services Discussion Group	Discussion Group		Face to Face			Face to Face	
Hip Hop Librarian Consortium Discussion Group	Discussion Group	Not Meeting			Not Meeting		
International Perspectives on Academic and Research Libraries Discussion Group	Discussion Group	Not Meeting				Face to Face	
Leadership Discussion Group	Discussion Group	Not Meeting				Face to Face	
Learning Commons Discussion Group	Discussion Group	Not Meeting				Face to Face	
Library and Information Science Collections Discussion Group	Discussion Group		Face to Face			Face to Face	
Library Support for Massive Open Online Courses (MOOCs) Discussion Group	Discussion Group	Not Meeting			Not Meeting		
Media Resources Discussion Group	Discussion Group	Not Meeting			Not Meeting		
MLA International Bibliography in Academic Libraries Discussion Group	Discussion Group			Virtual Only			Virtual Only
New Members Discussion Group	Discussion Group	Not Meeting					Virtual Only
Personnel Administrators and Staff Development Officer Discussion Group	Discussion Group		Face to Face			Face to Face	
Philosophical, Religious, and Theological Studies Discussion Group	Discussion Group		Face to Face			Face to Face	
Scholarly Communication Discussion Group	Discussion Group		Face to Face			Face to Face	
Student Retention Discussion Group	Discussion Group	Not Meeting			Not Meeting		
Undergraduate Librarians Discussion Group	Discussion Group		Face to Face			Face to Face	
Academic Library Trends and Statistics Survey Editorial Board	Editorial Board		Face to Face			Face to Face	
ACRL/LLAMA Interdivisional Committee on Building Resources Committee Editorial Board	Editorial Board		Face to Face			Face to Face	
C&RL News Editorial Board	Editorial Board			Virtual Only		Face to Face	

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## ACRL Units Meeting Face-to-Face and Virtually Midwinter 2019 and Annual 2019

Unit Name	Unit Type	Midwinter 2019			Annual 2019		
		Not Meeting at All	Face-to-Face	Virtual Only	Not Meeting at All	Face-to-Face	Virtual Only
CHOICE Editorial Board	Editorial Board		Face to Face			Face to Face	
CLS CLIPP Committee	Editorial Board	Not Meeting				Face to Face	
College & Research Libraries Editorial Board	Editorial Board			Virtual Only		Face to Face	
New Publications Advisory Board	Editorial Board			Virtual Only		Face to Face	
Publications in Librarianship Editorial Board	Editorial Board			Virtual Only		Face to Face	
RBM Editorial Board	Editorial Board			Virtual Only		Face to Face	
Resources for College Libraries Editorial Board	Editorial Board			Virtual Only		Face to Face	
Academic Library Services for Graduate Students Interest Group	Interest Group		Face to Face			Face to Face	
Academic Library Services to International Students Interest Group	Interest Group	Not Meeting				Face to Face	
Access Services Interest Group	Interest Group		Face to Face			Face to Face	
African-American Studies Librarians Interest Group	Interest Group	Not Meeting				Face to Face	
Asian, African, and Middle Eastern Studies Interest Group	Interest Group			Virtual Only		Face to Face	
Contemplative Pedagogy Interest Group	Interest Group	Not Meeting			Not Meeting		
Digital Badges Interest Group	Interest Group	Not Meeting			Not Meeting		
Health Sciences Interest Group	Interest Group	Not Meeting				Face to Face	
History Librarians Interest Group	Interest Group	Not Meeting			Not Meeting		
Image Resources Interest Group	Interest Group	Not Meeting					Virtual Only
Librarianship in For-Profit Educational Institutions Interest Group	Interest Group	Not Meeting			Not Meeting		
Library Marketing and Outreach Interest Group	Interest Group		Face to Face			Face to Face	
Research Assessment and Metrics Interest Group	Interest Group		Face to Face			Face to Face	
Residency Interest Group	Interest Group		Face to Face			Face to Face	
Systematic Reviews and Related Methods Interest Group	Interest Group	Not Meeting			Not Meeting		
Technical Services Interest Group	Interest Group		Face to Face			Face to Face	
Universal Accessibility Interest Group	Interest Group		Face to Face			Face to Face	
Virtual Worlds Interest Group	Interest Group	Not Meeting			Not Meeting		
Anthropology and Sociology Section (ANSS)	Section		Face to Face (Only a Social)			Face to Face	
Arts Section	Section			Virtual Only		Face to Face	
College Librarians Section (CLS)	Section		Face to Face (Only a DG)			Face to Face	
Community and Junior College Libraries Section (CJCLS)	Section			Virtual Only		Face to Face	
Digital Scholarship Section (DSS)	Section		Face to Face			Face to Face	
Distance Learning Section (DLS)	Section			Virtual Only		Face to Face	
Education and Behavioral Sciences Section (EBSS)	Section			Virtual Only		Face to Face	
European Studies Section (ESS)	Section		Face to Face			Face to Face	
Instruction Section (IS)	Section	Not Meeting			Not Meeting		
Literatures in English Section (LES)	Section			Virtual Only		Face to Face	
Politics, Policy and International Relations Section (PIRS)	Section			Virtual Only		Face to Face	
Rare Books and Manuscripts Section (RBMS)	Section		Face to Face			Face to Face	
Science and Technology Section (STS)	Section		Face to Face			Face to Face	
University Libraries Section (ULS)	Section		Face to Face (Only DGs)			Face to Face	
Women & Gender Studies Section Discussion Forum (ACRL WGSS)	Section		Face to Face (Only a Forum)			Face to Face	
Academic Librarians Standards and Guidelines Review Task Force	Task Force	Not Meeting			Not Meeting		
ACRL/ALA/ARL IPEDS Task Force	Task Force	Not Meeting			Not Meeting		
RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension	Task Force	Not Meeting			Not Meeting		
Diversity Alliance Task Force	Task Force		Face to Face			Face to Face	
Impactful Scholarship and Metrics Task Force	Task Force		Face to Face			Face to Face	
Project Outcome for Academic Libraries Task Force	Task Force			Virtual Only	Not Meeting		
ACRL/RBMS-SAA Joint Task Force to Revise the Statement on Access to Research Materials in Archives and Special Collections Libraries	Task Force	Not Meeting				Face to Face	

Unit Type	Midwinter 2019			Annual 2019		
	Not Meeting at All	Face-to-Face	Virtual Only	Not Meeting at All	Face-to-Face	Virtual Only
Chapters	0	1	0	0	1	0
Committees	3	18	7	6	18	3
Discussion Groups	11	9	1	7	12	2
Editorial Board	1	3	6	0	10	0
Interest Groups	10	7	1	6	11	1
Sections	1	8	6	1	14	0
Task Forces	4	2	1	4	3	0
<b>Totals</b>	<b>30</b>	<b>48</b>	<b>22</b>	<b>24</b>	<b>69</b>	<b>6</b>

**ACRL Virtual Meetings  
2013 - 2019**

**ACRL AC19 B&F Doc 18.2**

<b>Virtual Meetings</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>Totals</b>
ACRL Presents Professional Development	0	6	4	4	7	6	27
Board of Directors	0	0	1	2	2	2	7
Chapters Council Meetings	2	0	0	1	0	0	3
Discussion Group Meetings	0	0	1	3	5	0	9
Discussion Group Online Learning	0	0	0	3	6	2	11
Division Committee Meetings	11	18	17	24	39	51	160
Division Committee Online Learning	0	0	2	6	1	8	17
Division Committee Professional Development	0	0	0	1	1	1	3
Editorial Board Meetings	2	7	1	3	2	8	23
Interest Group Meetings	5	3	6	6	8	9	37
Interest Group Online Learning	2	4	6	7	7	11	37
Section Meetings	49	65	67	61	53	41	336
Section Online Learning	0	10	16	11	12	13	62
Section Professional Development	0	1	1	3	4	12	21
Section Task Force Meetings	0	0	0	0	2	3	5
Task Force Meetings	20	6	6	11	13	14	70
Task Force Online Learning	1	0	0	0	2	0	3
Task Force Professional Development	0	0	0	0	0	3	3
<b>Totals</b>	<b>92</b>	<b>120</b>	<b>128</b>	<b>146</b>	<b>164</b>	<b>184</b>	<b>834</b>

This report represents only meetings using ACRL virtual meeting software.

This report does not include small meetings hosted by members/staff on personal or other organizational accounts

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

## ACRL 2019 Colleagues Report Executive Summary

This report of the ACRL 2019 Colleagues Committee details the record-setting fundraising campaign that raised \$407,350 in support of the conference. The ACRL 2019 Colleagues Committee is pleased, of course, that its conservative fundraising goals (initially \$250,000 then raised to \$300,000) for 2019 were exceeded by more than 36%. Some concern for the future, however, remains due to mergers and acquisitions among the vendor community and fiscal challenges in libraries.

### Sponsorship Summary: Last Ten ACRL Conferences

2001	2003	2005	2007	2009	2011	2013	2015	2017	2019
Denver	Charlotte	Minneapolis	Baltimore	Seattle	Philadelphia	Indianapolis	Portland	Baltimore	Cleveland
\$124,750	\$92,250	\$230,050	\$231,870	\$302,800	\$233,023	\$269,400	\$257,650	\$335,300	<b>\$407,350</b>

### Summary of Library Gifts for ACRL 2019

As with past conferences, the committee had excellent success raising funds from libraries, especially those in the region. Support from libraries tended to be consistent from 2017 to 2019, with more than \$120,000 raised from library sponsors. This represents 30% of our fundraising total, so not an insignificant amount. A few libraries declined to support because of budget challenges while a few new library contributors joined the ranks. While efforts to seek financial support from community colleges were once again less than successful, we should continue to engage community colleges.

Library Type	<\$750	\$750	\$1500	\$3000	\$5000+	Total
ARL Libraries	1	10	9	4	7	31
Large Institutions	4	3	5	1	1	14
Medium Sized Institutions	0	0	0	0	0	0
Small Colleges	8	4	0	0	0	12
Community Colleges	0	1	0	0	0	1

<b>Library Type</b>	<b>&lt;\$750</b>	<b>\$750</b>	<b>\$1500</b>	<b>\$3000</b>	<b>\$5000+</b>	<b>Total</b>
Regional – Michigan, Ohio, Indiana, Pennsylvania	1	2	1	2	2	8
International	0	0	0	0	0	0
Other	2	1	1	1	1	6
Total	16	21	16	8	11	72
<b>Total \$ raised</b>						\$120,100

### Summary of Vendor Gifts for ACRL 2019

Vendors provided sponsorships of more than \$287,250 to ACRL 2019. The 2019 Conference saw growth among the vendor Colleagues with a total of 20 new members and a total of 11 new vendors overall. At the same time, asking vendors for money gets harder not easier, and we still experience misunderstandings with some vendors about the value of donating to the conference. Engagement with conference attendees is the consistent call from the vendor community. In addition, vendors expressed concern that individuals with decision-making responsibility for collections and/or technologies do not attend the meeting. While we added a number of new sponsorship benefits for ACRL 2019, we need to continue to brainstorm relevant and meaningful benefits at all price points. Benefits that offer engagement, such as the 60-minute program for our top-level sponsors, are seen as particularly valuable.

<b>Vendors</b>	<b>Same Gift Amount</b>	<b>More than in 2017</b>	<b>Less than in 2017</b>	<b>\$750 Gift</b>	<b>Likely in 2021</b>	<b>Also Exhibitor</b>	<b>Total</b>
Previous Colleagues participation	20	14	5	7	75%	all	39
1 <sup>st</sup> time ACRL Colleague		20		11		13	20

Vendors	Same Gift Amount	More than in 2017	Less than in 2017	\$750 Gift	Likely in 2021	Also Exhibitor	Total
New Vendors interested in joining Colleagues 2021					4		
Lapsed but returned to Colleagues						all	1
Personal Contribution	1					0	1
Regional only	1						
Non-traditional commercial							
No Longer Independent – after 2017							
Total							60
Total \$ Raised							\$287,250

### Recommendations for ACRL 2021

- Review and brainstorm new sponsorship opportunities and benefits, especially those that promote engagement with conference attendees
- Review stewardship process to ensure all sponsors are appropriately thanked for their support
- Help clarify the difference between exhibiting, advertising, and sponsorship. Each is currently its own revenue stream in the conference budget but are there ways to bridge the gaps.

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- Continue to reach out to affinity groups (HBCU, consortias, AJCU) and expand reach to Canadian librarians, highlighting the proximity to Seattle
- Play on the positives of Seattle, a great conference city and demonstrate that the more tracks we have for content and being able to attract as wide a net of librarians from all sectors and divisions of academic librarianship, the more successful we can be.



13 June 2019

TO: Trevor A. Dawes, Chair, ACRL 2019 Conference  
Beth McNeil, Chair, ACRL 2021 Conference  
Damon Jaggars, Co-Chair, ACRL 2021 Conference  
Lauren Pressley, President, ACRL  
Mary Ellen Davis, Executive Director, ACRL  
Mary Jane Petrowski, Associate Director, ACRL  
Margot Conahan, Manager of Professional Development, ACRL  
Tory Ondrla, Conference Supervisor  
Members, ACRL Board of Directors

FROM: John Culshaw & Julia Gelfand, Co-Chairs, ACRL Colleagues 2019

This is the second ACRL National Conference for which we have served as co-chairs after leading the fundraising for the 2017 Conference in Baltimore. Our report following that conference suggested caution in that we saw a bleak horizon when speculating what we thought we could raise for this conference in Cleveland. Several things likely influenced a very favorable outcome and we ultimately raised \$407,350.00, a nine percent increase and a new record. The summary of the fundraising was: Libraries had two fewer participating members of Colleagues and raised \$11,550 less than in 2017 due to several libraries co-sponsoring several items; Vendors had 11 more sponsors and raised \$42,950 more than in 2017.

Several things contributed to this overall greater outcome. Since we had continuity going for us and we already had a rather well-oiled machine, thanks to our colleagues in the ACRL Office, we began the process just as we wrapped up the 2017 conference. As part of our thank you and acknowledgements, each of us approached previous donors in both the Library and Vendor communities to invite them to renew and support the 2019 conference. This proved to be successful as we began in early Summer 2017 a jump ahead of our past endeavors. By this time, Julia had served as Co-Chair three times in the past, always concentrating on the vendor side and John again assumed responsibilities for the Libraries side and focused on the ARL Libraries with the team of colleagues he assembled, to pitch to regional institutions and area libraries. This was clearly one of the most, successful conferences as measured by money raised and the distance attendees came to attend the meeting. We attribute the outcomes to more libraries participating from the Ohio region, which is full of many small private institutions who worked together to sponsor several activities and a generous amount from the ARL institutions in Ohio: Ohio State, University of Cincinnati, Case Western Reserve University and Ohio University. On the vendor side, being able to capitalize specifically on one large and generous local vendor, Overdrive, plus overall, vendors giving a higher average amount and a few more first time vendors joining Colleagues contributed to a strong yield.

Attempts were made to target regional and local community college libraries and that proved unsuccessful due to Cuyahoga Community College, with three large local campuses. They wanted to have an event on the campus instead of at the conference and

we believe something was arranged for the community college librarians who attended. It was our understanding that more librarians from that work environment attended ACRL 2019 but no census is available.

### **General Impressions of Conference**

Again, the submission rate was high and ACRL draws an abundance of submissions in all tracks. Anecdotal evidence suggests that attendees found the content and programming to be positive learning experiences and successful. However, it is still leanest among the tracks reflecting Information Technology/Systems, Collections and traditional Technical Services. Some hybrid areas of data services, scholarly communications, and digital scholarship were represented but the draw of librarians in those areas is not as great as those from Information Literacy, traditional public services, and this year we saw many librarians from Special Collections and Archives. It is challenging without significant programming to attract librarians in those earlier mentioned areas, who are the primary targets of the vendors who participate in Colleagues.

With a significant number (1100) of first time attendees at ACRL Conference, they tend to be early career librarians. Many of these librarians do not really spend time in the exhibits and vendors reported very low traffic during scheduled programming. With the opening of the exhibits on Wednesday evening, that drew the highest attendance followed by when Poster Sessions were scheduled at the rear of the exhibit hall.

Vendors reported there are other conferences that they show at where the hours of the exhibits are more limited, so that some of the staff can attend more of the meetings and engage with the attendees outside of the exhibit hall. Traffic at ACRL usually do not demand multiple people at the booth so staffing is increasingly limited so when attendant leaves the booth is may be without staff which was reported by several attendees. Perhaps some attention to the opening hours of exhibits may be useful. Union hours often dictate when exhibits are open. If there is flexibility, we may want to see if we can offer some alternatives in the future that focus on non-compete times. Vendors often have to justify the return on investment based on how many new dollars of customer orders result from showing at this conference and when early career librarians are the majority of attendees that becomes a significant challenge.

### **Value to Benefits**

The relationship of benefits to sponsored activities was more challenging this time. Many vendors did not identify with all the benefit options. Most surprising is how we did not match up each keynote with a sponsor. The more academic the speaker or activity, often the more problematic it is to match up. We learned in 2017 that many of the items or services for which we sought sponsorship did not resonate with donors and we found that again in 2019. This time it was not due to pricing but with the choices of activities or items. There seems to be more problems associated with vendors identifying with certain activities than with libraries, and several libraries “invested early” and sponsored items that were very popular.

The MLA approached ACRL following a meeting between Mary Ellen and her counterpart at MLA and stepped up to a significant sponsorship level without any courting and that was at a very generous level of support.

### **Engagement Remains Key**

Consistently, engagement was the sought commodity and many vendors identified the lack of collection development librarians who are usually responsible for ordering materials, or systems librarians interested in technology applications in attendance. Vendors also are less likely to consider that working with early career librarians has payoff later on as they educate each other about their needs and expectations. Comparisons were made to the Charleston Conference and ER&L where vendors can conduct business with customers, usually expect to leave with a new portfolio of customers and the ROI is greater. These examples are also where the price points are far lower for being a sponsor. On the other hand, we heard from librarians that they want to attend programs and not feel like they are at work when at ACRL, so this is a mixed bag about the utility of the exhibits and the personnel vendors send.

At the high end when those vendors who had programs scheduled as part of their benefits reported that they were well attended and they found those sessions very productive. Julia received calls and queries about arranging those programs, what content would be most appropriate and interesting to the attendees, and likelihood of certain people attending.

Many vendors appeared to have scheduled events by invitation only for their customers or to attract new customers and held these at local establishments and venues throughout the conference. We have no control over that yet it appears to be a cost they are willing to incur for specific levels of engagement.

### **Utilizing Shared Software & Documenting Progress**

Restricting use of the spreadsheet to John, Julia and Margot and her assistant proved to work well to document everything. The spreadsheet was updated regularly and invoices were promptly sent. The one column that changed the most was the vendor's key contact information. Julia found that she sometimes had 5-6 key contacts for a single vendor over a two-year period. The turnover was very high and sometimes it took upwards of six months to fill vacancies and no decisions could be made until appointments were secure and people were in place. These positions were responsible for Director or VP of Marketing, Academic Sales, North American business, etc. Some new people were hesitant to commit until they had a sense of the corporate landscape and several vendors chose not to participate this time around due to staffing instability. The Library Leadership also is not immune to changes as there was much attrition among library administrators. Increasingly, some new directors were unfamiliar with the request and occasionally uncomfortable joining without consulting colleagues or administrators at their institutions or at neighboring institutions.

Our efforts to create working teams had mixed success. John assigned libraries to several people to work on and Julia's efforts to work with a team did not materialize as Library Directors or Deans are very busy and reaching out just did not happen, despite the best of intentions. What we do know is that vendors tend to be more responsive if they have a relationship with a customer and Julia has many contacts that proved to be vital in connecting with the right people. She also followed up diligently to track staffing changes.

Utilizing the shared Google Drive spreadsheet was very reliable and we recommend creating the next spreadsheet very soon as the "season has opened." We honored the \$750 minimum which has not been raised in many years and we still had smaller libraries and smaller vendors who asked to participate with smaller sums and we naturally welcomed that.

### Library Community

As in the past, our general strategy was to assign library contacts by groups, roughly defined by consortia and size of institutions, also reflective of previous donors to Colleagues. This included ARL Libraries, Ivy League, Great Western Library Alliance (GWLA), Orbis Cascade, Oberlin Group, Catholic University Libraries, and Community College Libraries. In addition we tried to tap the regional geography and institutions in Ohio, Michigan, Indiana and Pennsylvania. Both private and public institutions did participate. OhioLink is a particularly strong consortia of both private and public institutions and the Oberlin Group has a strong presence too. Having a strong ACRL presence in the region would have made a bigger difference if a colleague would have surfaced earlier and promoted Colleagues sooner. The result with Libraries was about the same minus two libraries of what we had in 2017 but the gifts were smaller. As noted, we really tried to be more inclusive with community colleges but it remains a major hurdle.

Issues that continued to surface from the libraries were that some are not able to participate due to institutional guidelines or unless library director has separate donor funds. Some library directors continue to share the opinion that they contribute by encouraging and funding their own staff to attend and can't do any more. The following table illustrates what we know from this year's library's donors, but does not allow us to compare with the 2017 snapshot.

### Summary of Library Gifts for 2019

Library Type	<\$750	\$750	\$1500	\$3000	\$5000+	Total
ARL Libraries	1	10	9	4	7	31
Large Institutions	4	3	5	1	1	14
Medium Sized Institutions	0	0	0	0	0	0
Small Colleges	8	4	0	0	0	12

<b>Library Type</b>	<b>&lt;\$750</b>	<b>\$750</b>	<b>\$1500</b>	<b>\$3000</b>	<b>\$5000+</b>	<b>Total</b>
Community Colleges	0	1	0	0	0	1
Regional – Michigan, Ohio, Indiana, Pennsylvania	1	2	1	2	2	8
International	0	0	0	0	0	0
Other	2	1	1	1	1	6
Total	16	21	16	8	11	72
<b>Total \$ raised</b>						\$120,100

### **ACRL Community**

Not to be forgotten and related to the Library membership is the active fundraising conducted by ACRL Sections, Roundtables and Groups. The added sponsorships they provided for scholarships to their members was significant and was a big addition to overall engagement with members. Promoting the conference within the membership for a full year out had significant payoffs.

### **Vendor Community**

Even though we have performed these duties multiple times over the last 20+years asking vendors for money gets harder not easier. The 2019 Conference saw growth among the vendor Colleagues with a total of 20 new members and a total of 11 new vendors overall. We have some comparative data about increases or declines in gifts from 2017. We tried to attract some new vendors with whom academic libraries have increasingly strong relationships with, reflecting changes in higher education with the emphasis on student success, reconfiguration of space in libraries, data management, competitive intelligence with impacts from scholarship, grantsmanship, primary resources, digitization and digital scholarship.

### **Relationships with Exhibitors**

We still experience some misunderstandings with some vendors about the value of Colleagues. With high turnover among many staff on the vendor side, we continue to have to educate them about the kind of partnership we hope to create via Colleagues. I am less sure now if they feel that they are getting much value from Colleagues and they have to defend it in their business plans. The basic strategy has been to try and renew all we can first, then identify other exhibitors who have not participated in the past and then target other potential members.

We know of at least four vendors who run their own scholarships to ACRL and thus choose not to participate in Colleagues. They offer bigger scholarships and develop a relationship with the recipients they sponsor. Two scholarship winners from the ACRL awardees told me that they are very grateful for their awards, but they wished they were

bigger as they still had to make up the difference. It is clear that professional development opportunities vary widely across the spectrum of academic libraries. Other awardees told of how they had to get papers accepted to get any support from the library otherwise they had to cover full expenses. In addition, vendors shared that they wanted to participate in the review of scholarship recipients. There remains interest in supporting individual librarians. We may want to investigate how we can bring this together as a specialized focus going forward.

### **Social Entrepreneurship**

There was some modest interest in contributing to local citizen action events but the local arrangements committee never came up with anything in time to publicize it when attendees needed to have the information at the time they registered and made travel plans. We think this may be something we want to do especially as many librarians are committed to issues related to homelessness, literacy, sustainability, food deserts, recycling, etc. There are vendors who may want to choose a benefit related to this. I think it may be useful to explore this more and incorporate this in the early conference planning stages.

### **Vendor Relations**

Issues this time related to establishing better relationships with vendors and include many of the same that surfaced in the past, but some had different spins:

- The calendar remains challenging. Every vendor is on a different fiscal year and often when we begin too soon, they do not have their budgets; other times they are waiting to see what the performance indicators are for a given quarter or year before they are comfortable in making any commitment. Keeping this all straight requires a lot of follow through.
- We only heard about one example of competition from selling program advertising and that was from the American Economic Association who chose to buy an ad instead of joining Colleagues, which also cost them more than an initial membership in Colleagues. We still want to be informed of the calendar or start dates when advertising will be sold.
- Vendors shared that the show hospitality was weak but when I investigated, I was told that they had not read the welcoming letter placed at each stand reminding them about where restrooms were located, where they could find coffee and beverages, etc so we will make sure that is fixed going forward. Connectivity was problematic at many booths and again, not all of them were aware of how to activate access, such as requesting that in their setups, with an additional price.
- ACRL Sections are the major competition. They have strong relationships with vendors and they are supposed to submit the names of those vendors to ACRL HQ. Without vendor support, ACRL Sections are unable to host certain activities. Several vendors had Section events in Cleveland, such as EBSS. STS and perhaps others. Vendors repeatedly tell us that competition comes from several other ALA units, primarily RUSA, ALCTS and LITA, and from ALA itself. With discussions taking place about consolidating some of these divisions it may make things

easier or potentially more challenging as they perceive where their major customers affiliate.

- We approached Steelcase as many libraries are planning renovations, showcasing reconfigured spaces and dedicating new functions to their services requiring new setups and furnishings. We were rejected, told that they would not exhibit at ACRL and then the day before the ACRL Conference started I was contacted and invited to meet with the National Sales Director who made a trip to Cleveland to check out the conference and meet with other vendors, particularly architects and suppliers. That has been a tough market to approach and we came close to sign Demco but personnel changes intervened. The rather long meeting with Steelcase went well but he was not convinced that this show attracts enough decision-makers, whom they think they capture at Educause and regional meetings. I was told that they are pulling out of being a big ALA sponsor too, for the same reasons.
- Textbook publishers and OER platforms are likely members of Colleagues but it has been nearly impossible to reach them, the likes of Pearson, Scott-Foresman and the content management marketplace is moving more to the open source and non-profit format that has been consistently unavailable to us, even though librarians are centrally involved in supporting CANVASS at most campuses. McGraw-Hill has not joined Colleagues the last two meetings.
- I approached the News Media vendors such as Newsbank, NexisUni, Press-Reader and was repeatedly told that they could not afford to join. However, I am very optimistic that the New York Times and Wall Street Journal will join in 2021 as their penetration on campuses has increased thanks to libraries attracting digital readers and I have cultivated personal relationships with the managers who license those contracts. I am also going to work more closely with the Chronicle of Higher Education and the Chronicle of Philanthropy to join next time as they both had good traction in Cleveland at their booths.
- Compression in the marketplace continues at an alarming pace. We thought that we saw a lot already, but we are seeing more with the potential merger of Cengage and McGraw-Hill. There is more action in the STM realm and I foresee the video/film/media marketplace as reducing the bloat with compressions underway. We have not been successful getting any of those companies like Kanopy, Swank, Film Collaborative, Desktop Documentaries, etc. to join, although most of the large ones are exhibitors.
- Other STM and big publishers like Wiley continue to be difficult to bring in. There is always some datapoint that is missing making it impossible for them to commit. The Web of Science Group signs up the day that we go to press with the program and makes the same \$5000 commitment when we know that every library has a major spend with them.
- The archives/special collections and medical librarian communities at ACRL are growing and I think we should target vendors who serve those librarians more.
- Vendors form consortia too. Several university presses, nonprofits that promote open access or new data cloud services often work together and that is difficult to coordinate and navigate. I spent months trying to get all members of the Ithaka

Group to participate and that failed but the individual members did not have the resources to participate this year, but we have promising leads for 2021.

- In 2017 we worked closely with The Johns Hopkins University Press/Project Muse as local publishers and they were generous. In 2019, Project Muse celebrated a major anniversary and came through on their own with a significant membership.
- Keynote speakers, especially if they are academics and not popular public intellectuals nor celebrities were not known to this vendor community and getting sponsorship for each keynote was not achieved.

### **Players: Renewing & New Colleagues**

We carefully listened to vendors after the 2015 Conference and tried to create better ways for them to interact with conference organizers and attendees. Many vendors expressed the desire to have opportunities on the program and this year for a \$20,000 contribution they could schedule a one hour slot of their choice that was on the program. We had 5 such sponsors, Springer Nature, Elsevier, Gale Cengage, Overdrive and Ebsco. The attendance at these sessions was strong and they found them useful, but all said it was expensive and not easy to organize.

In order to build our case, I have already begun work to encourage renewals and cultivate new members by attending the Society of Scholarly Publishing 2019 annual meeting late last month in San Diego. The conference management team solicits exhibitors to renew their participation at the next meeting and that has been successful. I have six definite renewals and while at SSP, I got renewals for 2 Colleagues and commitments from three new members who I courted last year and each of them had a good experience at ACRL: Reprints Desk and PCG in Boston, a consortia of small publishers who will ask their members to participate and the MIT Press. In addition, I will be working on behalf of ACRL at the ASEE 2019 meeting in Tampa and 2019 ALA Annual Conference in Washington later this month, IFLA's meeting in Athens in August, Charleston Conference in November, ALA Midwinter 2020 in Philadelphia and ALA 2020 in Chicago before closing out at Charleston Conference in 2020.

Several small publishers did not renew indicating the reason being that they did not grow any business to offset the expenses of exhibiting and participating in Colleagues. The margins are getting slimmer on profits as libraries want higher discounts and are actually buying more selectively. A few of those exhibitors downsized their booths this time. I believe that in 2019 we saw more archivists, acquisitions, collection development, catalogers and other traditional technical services librarians in the past and if that trend continues, it will be favorable to attract more of the smaller vendors. are not in attendance and they are the primary client base of many publishers.

Companies like to sponsor librarians and several contributed independently by hosting their own scholarships for travel grants that ranged from \$1500-\$5000 depending on how many they were offering. This does not come through ACRL and does not benefit



Colleagues in any way, except that those recipients don't compete with ACRL Scholarship winners. I was aware of 4-5 vendors who had posted calls for scholarships.

Related to this, the sponsoring of different programs is always popular.

We had one tactical error – there were several poster sessions and we could have sold several more \$5000 poster sessions so we want to think about scheduling that differently next year. That pricepoint is attractive.

At the low end of the benefits, sponsoring sessions is definitely falling out of favor, not that they want to spend more but that activity is less popular. We also found that vendors don't like to share sponsorship opportunities, they prefer to own the occasion themselves. Vendors want to pick their sessions at the time they commit and the program has not been finalized at that time. This was very problematic this time and was an ongoing question that we received. Usually, few conflicts arise when vendors are given their choices to select but we had a couple of competitive classes when first, second and third choices were not available.

We mentioned this last year, that besides a first-year attendee orientation session, what do we do for international librarians and vendors who are trying to build better business connections with US customers? We need to think of that for 2021 with the meeting in Seattle while we are sensitive to the weak Canadian dollar.

#### **SUMMARY OF VENDOR PERFORMANCE FOR ACRL COLLEAGUES 2019**

<b>Vendors</b>	<b>Same Gift Amount</b>	<b>More than in 2017</b>	<b>Less than in 2017</b>	<b>\$750 Gift</b>	<b>Likely in 2021</b>	<b>Also Exhibitor</b>	<b>Total</b>
Previous Colleagues participation	20	14	5	7	75%	all	39
1 <sup>st</sup> time ACRL Colleague		20		11		13	20
New Vendors interested in joining Colleagues 2021					4		
Lapsed but returned to Colleagues						all	1
Personal Contribution	1					0	1

Vendors	Same Gift Amount	More than in 2017	Less than in 2017	\$750 Gift	Likely in 2021	Also Exhibitor	Total
Regional only	1						
Non-traditional commercial							
No Longer Independent – after 2017							
Total							60
Total \$ Raised							\$287,250

### Lessons Learned

Even though we came out better than we imagined, the unexpected always happens and some of the libraries and vendors we thought would participate did not and it got tedious following up at various intervals. We seemed to have heavy turnover among library directors and key contacts with the vendors. This model of fundraising is not going to get any easier and the competition for whatever dollars we need will be all the more keen.

Expectations from attendees are very high. With such a large number of first time attendees we need to think how we can create a better experience in the Exhibit Hall. Traffic was not particularly steady making vendors uneasy and this was despite more programming that was taking place there.

Off-site tours – many local campuses and libraries approached me about hosting visits and tours as did some vendors. ACRL needs to keep the conference attendees on site during the conference but Overdrive hosted with transportation a visit to their site with a program, tour and lunch and it was terrific. Held on Wednesday prior to the official opening, it did not conflict with other meetings except the preconferences. At ALA MW last year in Seattle, the University of Seattle hosted library tours and about 80 people attended going there on public transportation or via ride-sharing services and the sense was librarians like to see new spaces.

Even though Colleagues does not support scholarships, some vendors perceive their general conference support going for that which they like. More broadly, the large number of scholarships was very good public relations. Collecting stories from attendees, having the Scholarship Breakfast, contribute to the impact of that. Having increased the value of the award was meaningful as travel/hospitality costs have soared. But we do hear that Colleagues like funding librarians and how we can better loop the functions together would be helpful.

Related is how the conference links with the Virtual Conference. Can we create more opportunities for vendors to sponsor activities within the virtual conference that have a longer lifespan than other sponsored things? Can we develop some potential to give the virtual conference added legs?

We were very thankful to ACRL Board members who walked the floor and personally thanked sponsors. After much discussion it was decided not to have an event for sponsors at the conference because often the people we dealt with were not in attendance. I think we will continue to consider the best way to thank and honor Colleagues.

### **Recommendations for Colleagues 2021**

Succession planning for ACRL Colleagues has some legs going forward. We are delighted that Damon Jaggars will assume co-chair for libraries. He was very helpful and successful in this year's ask. We have several ACRL board members from the Pacific Northwest region, on both sides of the border and expect to tap them, as well as the Orbis/Cascade Alliance whose members were active in 2015. We also welcome Georgie Donovan to join the vendor side and to work with Julia. Refining our strategy may include:

- Reaching out to Canadian libraries and librarians – not just ARL or research library members but to tap the Canadian Association of Professional Academic Librarians or CAPAL may have merits to draw larger communities of those librarians (<https://www.congress2017.ca/associations/304>). Susan Parker, UL at UBC expects to be contacted and knows the drill well. It is suggested that we review the census of international registrations and better maximize that registration. Seattle is a strong gateway to the rest of the Pacific Rim and we should also approach directors of the Pacific Rim Research Libraries Alliance, known as PRRLA to participate by sending librarians and joining Colleagues.
- We have not seen much traction with the community colleges but we can't forget them either.
- Special affinity groups – HBU, Catholic institutions (ACRL has strong connections among this group, and in Seattle, Sarah Watstein is someone to tap at Seattle University), special schools such as Cornish College of the Arts, etc.
- Redefine benefits – we need more relevant and meaningful benefits at all price points. Dividing up the poster sessions will create more opportunities. Continue high-end benefits such as the webinar and 60-minute program for highest level donors. Mailing lists are not so valuable any longer as so many registrants opt out.
- Our efforts to better promote the publicity each sponsor gets for hosting a program I believe was successful in Cleveland. Signage varies at every venue but the screens and announcements appeared to be more consistent and moderators also complied more in acknowledging the sponsor.
- Stewardship. Vendors greatly appreciate personal acknowledgements at conference from Board members. We should look at our overall thanking strategy – perhaps for libraries in particular – toward making sure our Colleagues are appropriately thanked for their support. I wrote personal eMails to every vendor as well.

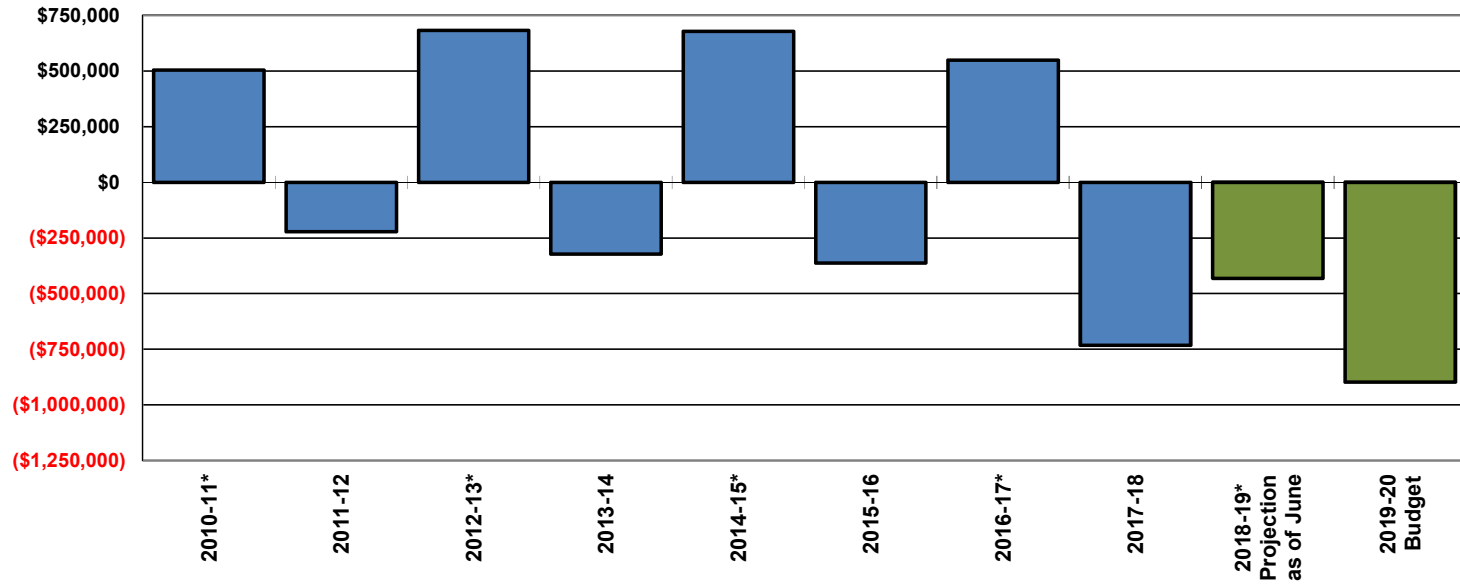
- Celebrating anniversaries & special events (10 years, 25 years, etc of being in business) – we need to figure out ways that we can host a celebration of a vendor's special events like we have done in the past with Sage, Project Muse, etc. This is an opportunity that could be financially rewarding but it takes a lot of research.
- Overdrive really stepped up this year. We need a local (or more than one) angel in the Pacific Northwest. Amazon, Microsoft, Starbucks are a huge challenge to connect with the right VP. We are making contacts with the University of Washington Press, and will tap Fay Chadwell for some help in this area.
- More no conflict slots when activities in the exhibit hall draw librarians there.
- Stress programming opportunities and tracks for collection development, subject specialists and systems librarians and archivists.
- Continue to meet new vendors and exhibitors at other conferences and play that out. Remember to follow up on every lead and contact. This is almost roulette and the wheel spins and changes the dynamic rather often.
- Continue to bridge the gaps between exhibiting, advertising and sponsorship. This is artful and requires transparency and cooperation from the ACRL Office. Make sure that everyone knows what is taking place on what calendar.
- Find more to sponsor at the \$5,000-\$7500 price tag
- Definitely raise the costs of sponsoring a workshop to \$2500
- Retain the entry fee at \$750 but remain open to sponsors who can only do less
- Consider having one big booth where the homeless vendors can share space if they join Colleagues at a certain level (such as \$2500) and they don't need to get a booth but get seen. There are many such vendors who sat at the Starbucks and met clients all day there. Examples are PressReader, Skillsoft, and others.

### Conclusions

Fundraising in this changing landscape is full of unknowns. We don't know whether all our big members will renew – Elsevier is going through a leadership change, Ebsco always says it is the last year, Proquest has to be chased, and we are uncertain about the Gale Cengage merger with McGraw-Hill. We are uncertain whether we just had a dip in the library cohort or if that will continue. We are already pouncing on the vendor side and will open up the spreadsheets soon. This is tedious but makes a difference to be able to get a commitment as soon as someone is ready. Goalsetting is nearly impossible when everyone's calendar is different. Realistically we doubt that we will be able to raise this amount of money next time. A goal of \$235,000 may be a better target. Play on the positives of Seattle, a great conference city and demonstrate that the more tracks we have for content and being able to attract as wide a net of librarians from all sectors and divisions of academic librarianship the more successful we can be. We look forward to beginning another round of ACRL Colleagues 2021. Personally, I want to thank John for joining this effort for the past two conferences. It was my pleasure to share this activity with him.

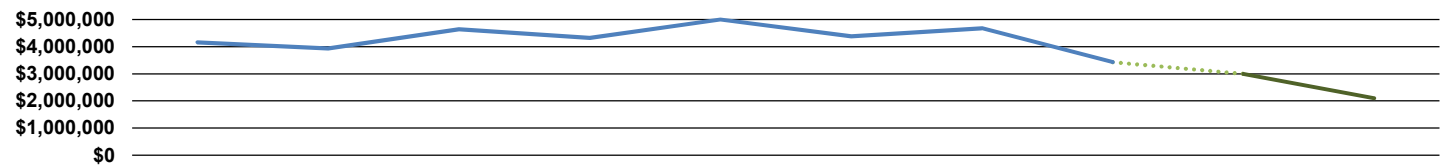
**FIGURE 1**  
**Net Revenue**  
**(excluding CHOICE)**

**ACRL AC19 B&F Doc 20.0**

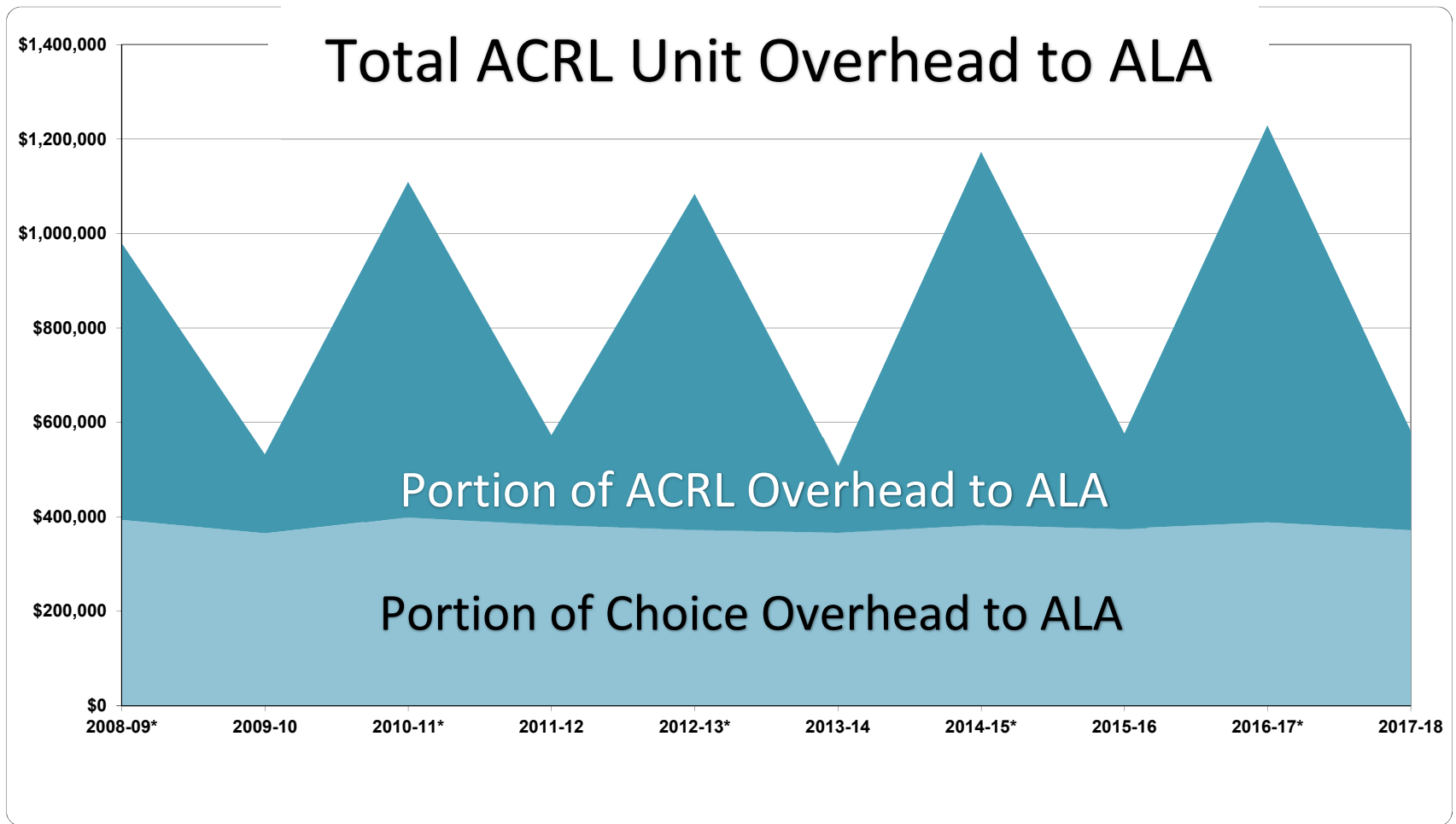


Opening Net Asset Balance	\$3,661,257	\$4,165,480	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$2,998,726
Revenues	\$4,575,864	\$2,388,467	\$4,751,514	\$2,204,536	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$5,063,052	\$2,572,017
Expenditures	\$4,071,642	\$2,610,814	\$4,069,726	\$2,527,263	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$5,494,586	\$3,469,930
<b>NET</b>	<b>\$504,222</b>	<b>(\$222,347)</b>	<b>\$681,788</b>	<b>(\$322,727)</b>	<b>\$677,409</b>	<b>(\$362,730)</b>	<b>\$548,561</b>	<b>(\$732,687)</b>	<b>(\$431,534)</b>	<b>(\$897,913)</b>
Transfer to LTI	\$75,000	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000	\$0	\$0	\$0
Closing Net Asset Balance	\$4,165,480	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$2,998,726	\$2,100,813

**Closing Net Asset Balance**



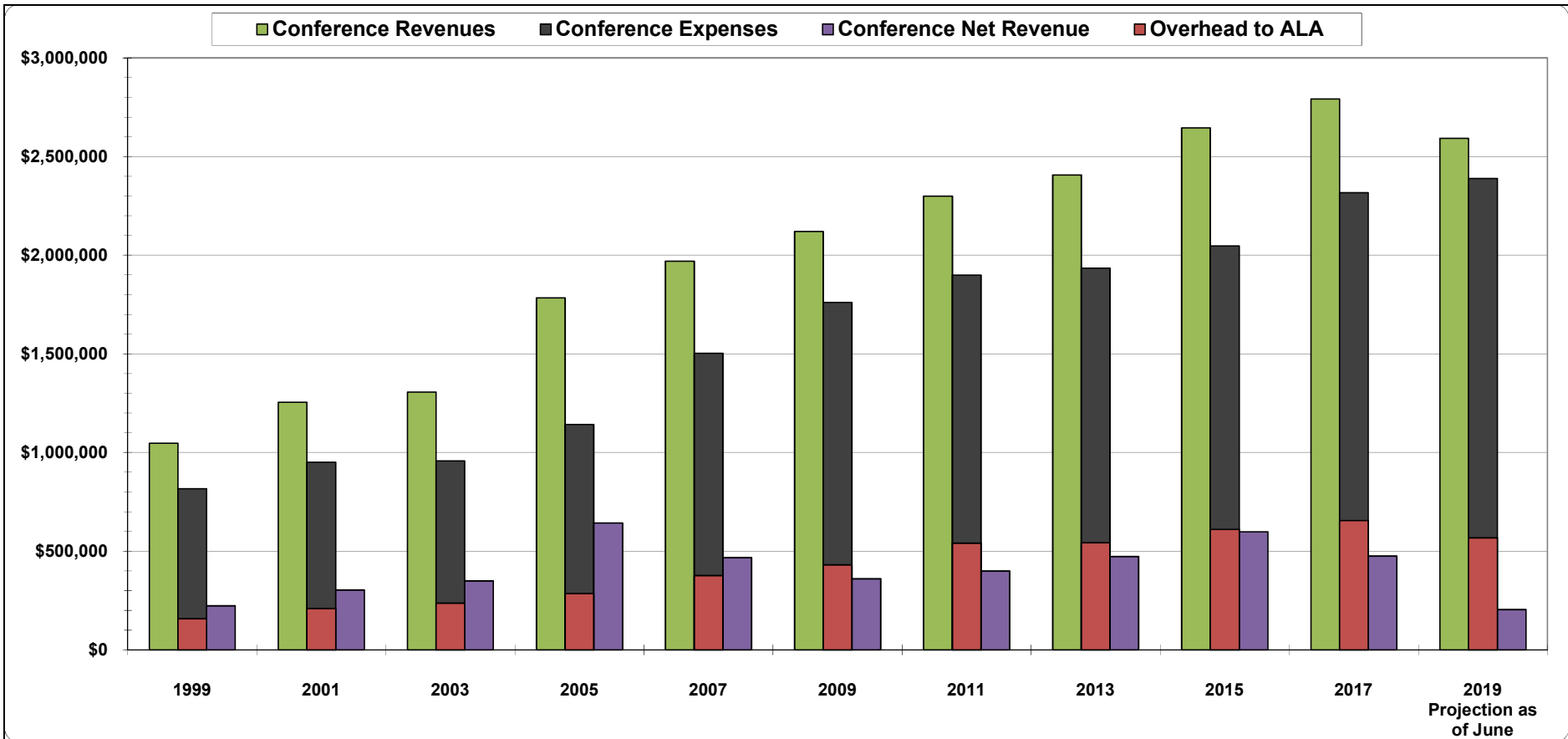
**FIGURE 2**  
**ACRL and CHOICE Overhead to ALA** **ACRL AC19 B&F Doc 20.0**



	2008-09*	2009-10	2010-11*	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17*	2017-18	10-year Total
ACRL Overhead to ALA (without Choice)	\$585,157	\$166,971	\$710,373	\$189,199	\$710,497	\$140,002	\$789,448	\$201,328	\$840,744	\$209,386	\$4,543,105
Choice Overhead to ALA	\$393,450	\$364,994	\$398,764	\$383,234	\$373,132	\$367,338	\$383,209	\$374,640	\$388,206	\$371,353	\$3,798,320
<b>Total Overhead to ALA</b>	<b>\$978,607</b>	<b>\$531,965</b>	<b>\$1,109,137</b>	<b>\$572,433</b>	<b>\$1,083,629</b>	<b>\$507,340</b>	<b>\$1,172,657</b>	<b>\$575,968</b>	<b>\$1,228,950</b>	<b>\$580,739</b>	<b>\$8,341,425</b>

\*ACRL Conference Years

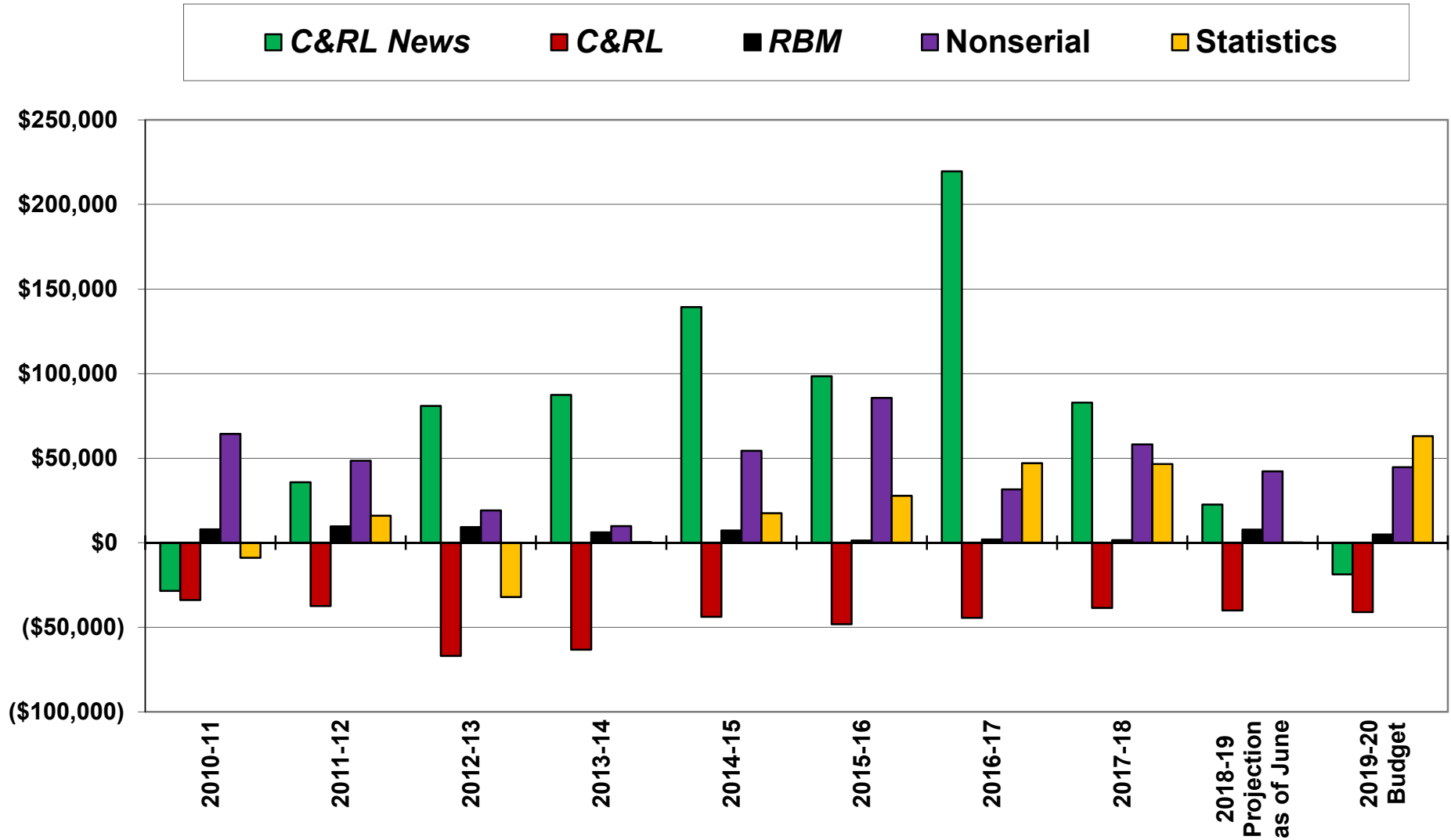
**FIGURE 3**  
**ACRL Conference Revenues and Expenditures** **ACRL AC19 B&F Doc 20.0**



	1999	2001	2003	2005	2007	2009	2011	2013	2015	2017	2019 Projection as of June
Conference Revenues	\$1,046,112	\$1,253,797	\$1,306,375	\$1,783,625	\$1,969,819	\$2,120,018	\$2,298,469	\$2,405,866	\$2,644,921	\$2,792,296	\$2,591,844
Conference Expenses	\$816,592	\$950,258	\$957,603	\$1,141,326	\$1,503,058	\$1,759,944	\$1,898,648	\$1,933,542	\$2,047,300	\$2,316,976	\$2,388,108
Conference Net Revenue	\$222,554	\$303,539	\$348,773	\$642,298	\$466,761	\$360,074	\$399,821	\$472,324	\$597,621	\$475,320	\$203,736
Overhead to ALA	\$158,584	\$209,320	\$236,814	\$285,173	\$376,674	\$431,354	\$540,835	\$542,973	\$610,221	\$653,947	\$567,582
Net Revenue % over expenses	21.3%	24.2%	26.7%	36.0%	23.7%	17.0%	17.4%	19.6%	22.6%	17.0%	7.9%
ALA Overhead Rates	16.7%	18.5%	19.6%	18.8%	21.5%	23.9%	26.1%	25.5%	25.4%	26.4%	26.5%

**FIGURE 4**  
**Publications Net Revenues**  
(excluding CHOICE)

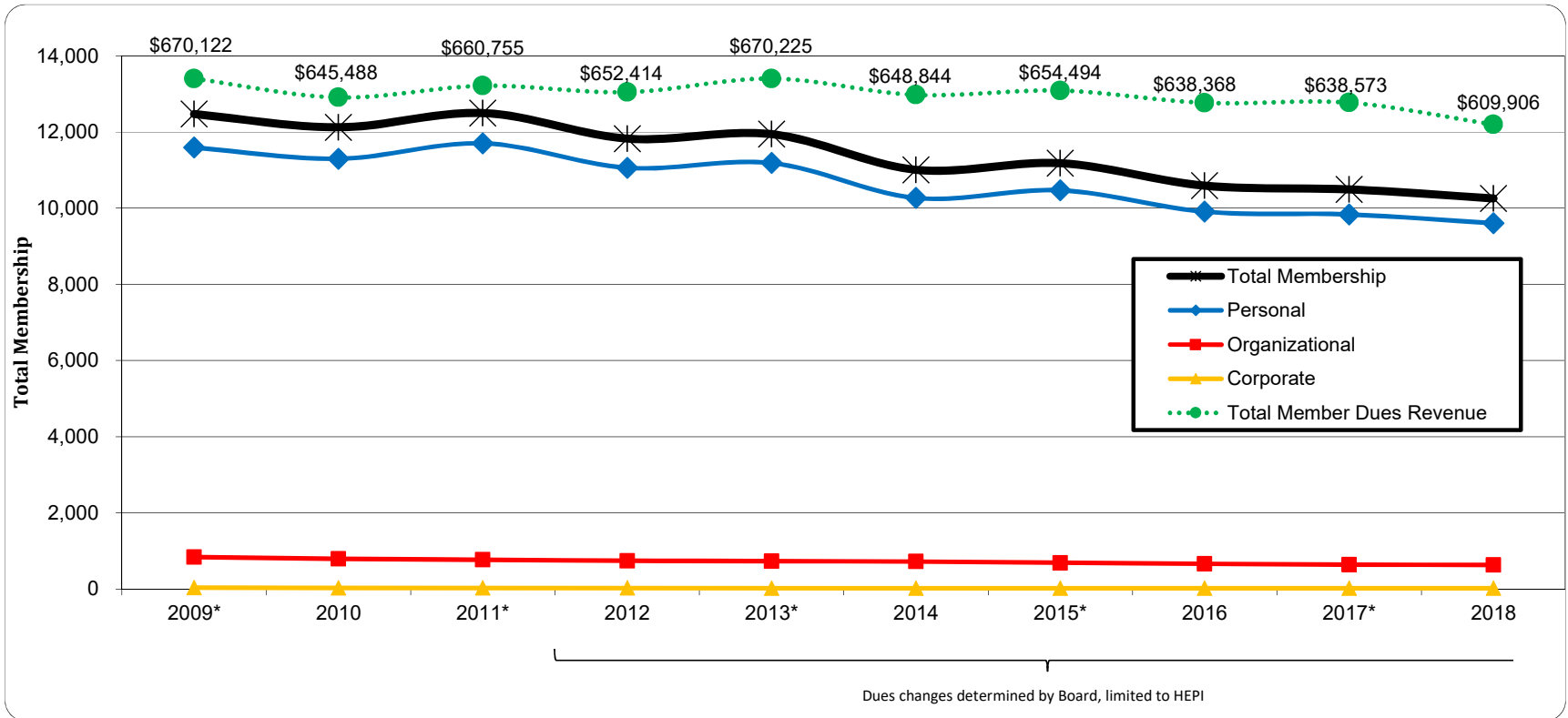
ACRL AC19 B&F Doc 20.0





# FIGURE 5 ACRL Membership by Type

ACRL AC19 B&F Doc 20.0

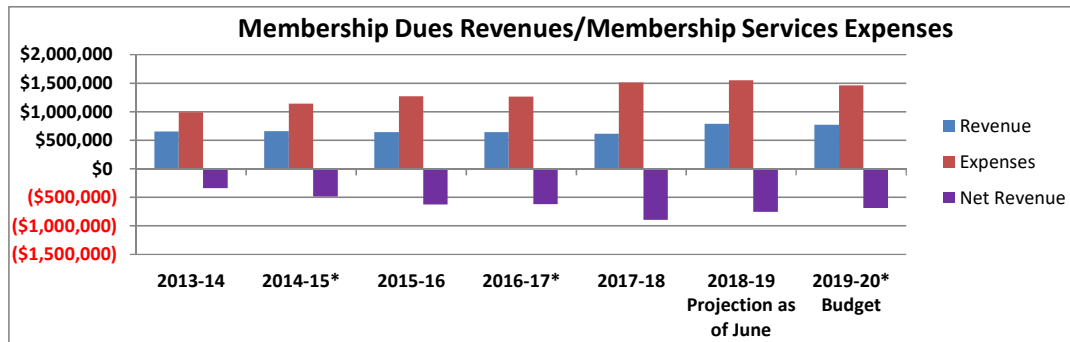


	2009*	2010	2011*	2012	2013*	2014	2015*	2016	2017*	2018
<b>Personal</b>	11,594	11,300	11,705	11,062	11,187	10,269	10,472	9,910	9,837	9,608
-Regular	8,818	8,478	8,693	8,260	8,619	8,032	8,238	7,864	7,737	7,293
-Retired	107	118	118	119	98	115	137	152	156	162
-Student	1,161	1,206	1,330	1,116	919	680	661	580	627	920
<b>Organizational</b>	841	795	768	742	734	721	690	664	640	634
<b>Corporate</b>	38	31	27	25	23	20	19	18	18	18
<b>Total Membership</b>	12,473	12,126	12,500	11,829	11,944	11,010	11,181	10,592	10,495	10,260
<b>Total Member Dues Revenue</b>	\$670,122	\$645,488	\$660,755	\$652,414	\$670,225	\$648,844	\$654,494	\$638,368	\$638,573	\$609,906

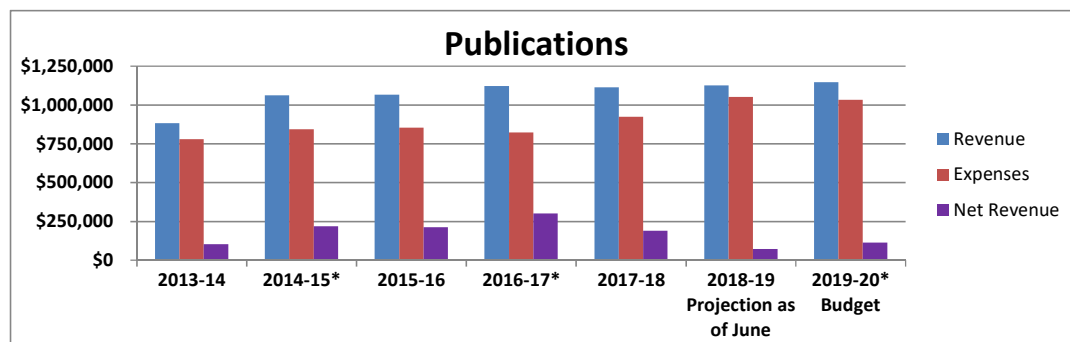
• Figures for 2009 and 2012 were impacted by “clean-ups” of ALA’s membership database. Errors related to duplicate records or resulting from member-type conversions (e.g., from Student to Regular membership status) that occurred over a number of years were removed from the database.

\* ACRL Conference Years

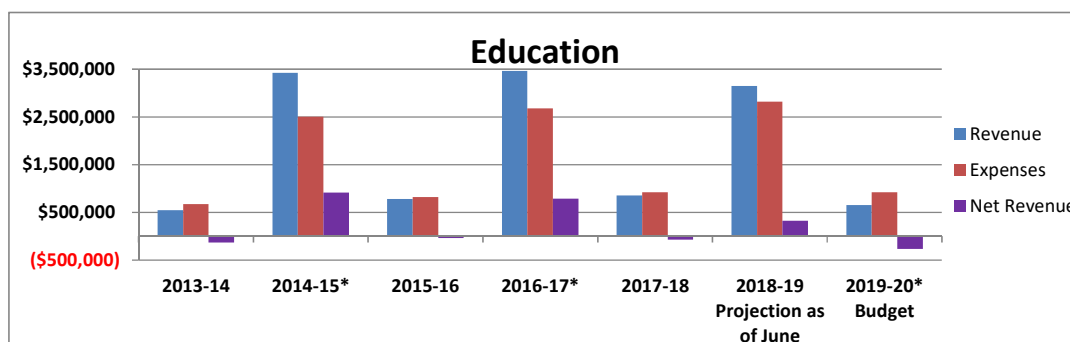
**FIGURE 6**  
**Budget Sources ACRL AC19 B&F Doc 20.0**  
**Net Revenues by Major Budget Category**



Year	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19 Projection as of June	2019-20* Budget
Revenue	\$648,844	\$654,494	\$638,368	\$638,573	\$609,906	\$788,187	\$769,509
Expenses	\$988,961	\$1,140,734	\$1,265,331	\$1,260,188	\$1,509,366	\$1,546,945	\$1,457,066
Net Revenue	(\$340,117)	(\$486,240)	(\$626,963)	(\$621,615)	(\$899,459)	(\$758,758)	(\$687,557)



Year	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19 Projection as of June	2019-20* Budget
Revenue	\$882,398	\$1,062,241	\$1,066,550	\$1,122,023	\$1,112,864	\$1,124,791	\$1,145,419
Expenses	\$778,829	\$843,967	\$853,622	\$822,190	\$923,936	\$1,052,371	\$1,033,115
Net Revenue	\$103,569	\$218,274	\$212,928	\$299,833	\$188,928	\$72,420	\$112,304



Year	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19 Projection as of June	2019-20* Budget
Revenue	\$547,073	\$3,424,176	\$782,420	\$3,465,272	\$854,426	\$3,150,074	\$657,089
Expenses	\$675,727	\$2,506,134	\$822,567	\$2,676,945	\$925,211	\$2,823,510	\$924,832
Net Revenue	(\$128,654)	\$918,042	(\$40,147)	\$788,326	(\$70,785)	\$326,564	(\$267,743)

NOTE: Varying amounts of actual Publications expenses are reflected as Membership Services expenses, depending on whether a subscription equivalent subvention was required for a membership perquisite serial (*C&RL* and *C&RL News*). These subventions included \$63,257, \$43,871, \$48,271, \$44,455, and \$38,594 for *C&RL* for the years from FY14–FY18, respectively, as well as \$40,101 projected for *C&RL* in FY19 and \$41,604 budgeted in FY20, and \$23,689 budgeted for *C&RL News* in FY20.

\*ACRL Conference Year

Amount of Reserves		
Association	Response	ACRL reserve levels if using other association's policies
ASAE	6-12 months as a rule of thumb	6 months = \$4,137,542 12 months = \$1,034,386
ACCED-I	9 months of operating budget	\$3,103,157
ACUHO-I	6 months of current annual budget	\$2,068,771
ACUI	50% of annual expenses	\$2,068,771
AFSA	50% of the operating budget	\$2,068,771
AIR	6 months of annual budget	\$2,068,771
APPA	6 months - own their HQ	\$2,068,771
CSHEMA	6 months of annual budget	\$2,068,771
CUPA-HR	12 months - own their HQ	\$4,137,542
EDUCause	6 to 12 months of annual budget	6 months = \$4,137,542 12 months = \$1,034,386
IACLEA	9 months of annual budget	\$3,103,157
NACADA	1.5 times the annual budget	\$6,206,313
NACAS	\$250K Current operations reserve, \$50K capital reserves, \$150K future operations reserve	\$450,000
NACE	12 months of the annual budget	\$4,137,542
NACUBO	3 months (liquid), plus \$1.5 million for one-time special initiatives	\$2,534,386
NACUFS	No fixed amount; however have 12 months of annual operations	\$4,137,542
NASFAA	6 months	\$2,068,771
NIRSA	75% of annual budget (down from 100%)	\$3,103,157
NODA	50% of current annual budget	\$2,068,771
SCUP	15% of the annual operating budget	\$155,158
UPCEA	6 months of the annual budget	\$2,068,771
URIMA	Fixed annual conference expenses, plus 75% of budget general & admin expenses	\$3,103,157 + approximately \$1 million for ACRL Conference spent annually.

Note: ACRL Reserve \$ based on \$4,137,542, which is the average of the past 4 years of expenses (FY15 - FY18). Average of last 4 years used due to the peak for the biennial ACRL Conference in odd years.

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

## **American Library Association operational practices**

### **Division fund balance/reserves and budgetary ceiling**

Practice Number: 4  
4/28/91

#### **Policy**

ALA Bylaws Article IX, Section 1:

Except for projects supported by grants to the Association, annual estimates of income shall be based upon the unexpended balance remaining from the previous year plus anticipated revenues for the next budget year. In no case may expenditures be budgeted in excess of the estimates of income arrived at in this manner except for projects supported by grants to the Association.

Section V. D. of ALA Policy 6.4.1:

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

Section VIII of ALA Policy 6.4.1:

Divisions may conduct pre-conferences, workshops, institutes, seminars and division national conferences, in accordance with ALA Policy, at intervals determined by division program priorities and supported by sound financial management. A division is responsible for all costs incurred in planning and carrying out such activities.

#### **Practice and responsible parties**

At the end of every fiscal year, each division will maintain a positive reserve on the accrual basis of accounting, including the practice of recognizing all expenses at the time they are incurred, but recognizing income only when it is earned.

Division reserves are composed of two elements:

- the accumulated net revenues from prior fiscal years and
- those sums remaining in a budget account at the end of a fiscal year after all revenues are received and expenditures paid.

Reserves may be carried forward from one year to another. Endowment principal is not used in calculating reserves.

## **Background**

### **Reserves**

Division Boards and Division Staff manage their division reserves appropriate to their needs and long-term plans, subject to review by the Executive Director and COPES and approval of the annual budget by the ALA Executive Board. Reserves may be used by divisions to fund special projects, to enhance or expand division programs, to pursue other divisional activities, or to offset net losses from a year in which expenses exceed revenues. The excess of expenses may be due to an actual shortfall of revenues or a decision to fund special projects and programs. Expenses for additional staff positions should be supported from reserves only on a short-term basis; positions should be self-supporting within a reasonable time frame.

Division reserves may fluctuate over time as division leaders seek to:

- maintain appropriate balance between support for existing programs and expansion of services and programs
- maintain an appropriate balance in program between "basic" activities and those that are revenue generating.

Divisions are encouraged to develop financial policies specifying the desired level of their reserves. Reserves contribute to both division and ALA financial stability. Divisions will develop 3-5 year projections of key revenue sources, objects of expense, and personnel and space requirements. For those divisions that do not have an adequate reserve, these projections will incorporate such financial planning goals as annual 1-2% net excess of revenue over expenses in order to build the desired reserve. A minimum two-month operating reserve is desirable.

### **Implications**

Requiring a positive reserve balance at the end of a fiscal year means that any division wishing to hold a major event, such as a national conference, early in a fiscal year, especially in the first weeks, must maintain in reserve an amount much greater than if the event were held later in the fiscal year.

Prepared by:

JoAn S. Segal, AED, Programs  
April 28, 1991

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## Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Friends Fund: Advancement Sub-fund

Submitted by: Mary Jane Petrowski

Date submitted: June 13, 2019

### Background

On April 7, 2016, the ACRL Board approved the creation of the ACRL Advancement Fund with the following purpose:

"The ACRL Advancement Fund broadly supports the activities of ACRL with a focus on initiatives and programs that advance the priorities and goals of the division. This includes programs and initiatives that strengthen ACRL's influence in higher education and research."

To better align ACRL's fundraising goals with our core commitment to equity, diversity, and inclusion, the purpose of the Advancement Fund should be revised to better reflect our dedication to creating diverse and inclusive communities in the Association and in academic and research libraries.

### Stakeholders

N/A

### Fiscal and Staffing Impact

No expense apart from staff time to update ACRL web site and ALA online donation form.

### Action Recommended

That the ACRL Board of Directors approves revising the purpose of the ACRL Friends Advancement Fund as shown below:

"The ACRL Advancement Fund broadly supports the activities of ACRL with a focus on initiatives and programs that advance the priorities, goals, **and core commitment** of the division. This includes programs and initiatives that strengthen ACRL's influence in higher education and research **and dedication to creating diverse and inclusive communities in the Association and in academic and research libraries.**"

*Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

### Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐ Value of Academic Libraries

Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.

☐ Student Learning

Goal: Advance innovative practices and environments that transform student learning.

☐ Research and Scholarly Environment

Goal: Librarians accelerate the transition to more open and equitable systems of scholarship.

☐ New Roles and Changing Landscapes

Goal: Academic and research library workforce effectively navigates change in higher education environments.

☒ Enabling Programs and Services

ACRL programs, services, and publications that target education, advocacy, and member engagement.



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**To: ACRL Board of Directors  
ACRL Budget and Finance Committee**

**From: Mary Ellen K. Davis, ACRL Executive Director**

**Date: June 14, 2019**

**Re: ACRL Financial Performance and plans for FY21 and beyond**

ACRL has successfully accomplished what the Board set out to do at the close of FY15—spend down much of its \$5 million net asset balance to invest in programs and services to support members.

Over the last few years ACRL put that money to work investing in programs such as a research agenda on the value of academic libraries, services/education (including developing a database/sandbox) around use of the new Information Literacy Framework, development of a research agenda for scholarly communications, investment in Project Outcome for academic libraries, developing curricula for RoadShows, investments in scholarships to ACRL professional development events (in addition to those donated by individuals), and a transfer to CHOICE to support the development of new products. In addition, ACRL transferred money to its Long- Term Investment (LTI) to develop an annual revenue stream from the interest and appreciation and voluntarily reclassified its advertising revenue to support ALA through payment of additional overhead.

As designed to, these investments reduced ACRL's net asset balance so that by the close of FY20 ACRL is projected to have approximately only \$2 million remaining in its net asset balance. The work of the Budget & Finance Committee to determine the appropriate net asset balance to have on hand (Doc 15.0) suggests that ACRL is approaching the "high risk" level, so it is time for ACRL to focus on generating more revenue than it spends.

While recognizing that ALA's structure and financial relationship with divisions can be expected to change given the work of the Steering Committee on Organizational Effectiveness and a soon-to-be-appointed member group to look at financials, it may be prudent to continue to operate as we are now, with the financial rules laid out in the Operating Agreement (Doc 17.0) and Operational Practices (Doc 22.0). These rules would require that ACRL keep on hand a minimum of two month's operating reserve. In an ACRL Conference year for ACRL that would be at least \$ \$915,764.

Now, let's review the figures provided in (Doc 20.0) to understand ACRL's financial trends.

**Figure 1** (attached) shows ACRL's net revenues since FY2010. The peaks are the years in which ACRL held its major conference; until 2019, the valleys are the even years without the conference revenues. In 2019 ACRL continued its spend down and chose not to generate a significant net from the Conference. The Conference will meet budget but did not bring in enough net revenue to cover the ACRL's overall budgeted deficit. On this chart ACRL's peak net revenue was in FY13 with net revenues of \$681,788, which is still a drop from the high in FY07 of net revenues of \$866,939. Since then, net revenues in conference years have been about the same although this comparison becomes more complicated as ACRL intentionally spent down its net asset balance. The decline of revenues from ACRL's publishing and dues revenue has contributed to the declining net and larger deficits. Given this chart, it seems fair to suggest that ACRL should reverse its aggressive spend down of the net asset balance and generate net revenue in FY21. This may be easier said than done so the Board will need to prioritize support of the association's many programs.

**Figure 2** shows the overhead payments made to ALA by both ACRL and Choice. These contributions are not insignificant to ALA nor to ACRL or Choice. As we noted at the Midwinter Meeting, a significant increase in the percent of the overhead payment could quickly make CHOICE less financially viable.

**Figure 3** shows ACRL Conference revenue trends. *Gross* revenues and attendance continue to increase, and *net* revenues, which take into consideration the expenses for both years of the two-year conference cycle, fluctuate, having declined from a high of \$642,298 for the 2005 Conference in Minneapolis to \$360,000 for the 2009 Conference in Seattle, then increased to \$597,621 for the 2015 Conference in Portland, and decreased back to \$475,320 for the 2017 Conference in Baltimore. The net of the 2017 Conference was 17% of conference revenues. As we review the FY19 Conference budget and take into consideration that this is the first year the budget recognizes 100% of the expected Conference revenues (in the past ACRL had budgeted recognizing 90-95% of the registration and exhibits revenue to provide a "cushion" in the budget should participation be lower than expected), we now have budgeted net revenues of \$55,011, or just 2.2% of total revenues. Fortunately, we did better than budget (we are projecting net revenues of about \$200K) but barely more than half the net of the lowest net of recent conferences. Future conference budgets should consider budgeting for net revenues of at least 15%, of total revenue or a targeted number, e.g., \$350-\$450K to ensure a steady income stream. Even this may be modest as ALA currently charges 26.5% in overhead on conference revenue. For FY19 ACRL will contribute more than \$550,000 to ALA in overhead from conference revenues to support ALA programs and services. Should ACRL budget to generate that kind of support for its own programs and services?

**Figure 4** demonstrates the fluctuations in publishing revenues. Historically, subscription and ad revenues covered all publication expenses and also subsidized member programs. With the move to open access and decline in subscriptions, *C&RL* and *C&RL News* now need subsidy from member dues or other sources of income. *C&RL* will continue to need subsidies from other

revenue streams, as its online ad revenue does not generate enough income to fully support the open access digital publication. By 2012, *C&RL News* had boosted its revenues with new advertising opportunities, such as ACRL Delivers and ACRL Update, and saw an increase in classified ad revenues, returning the *C&RL News* project to one with positive net revenues. In FY18 we reconsidered whether some of ACRL's advertising was now subject to paying overhead, since "advertising in journals that are perquisites of membership are overhead-exempt" but other advertising revenue is not. Since more of ACRL's advertising now appears in various digital newsletters, etc. that revenue was reclassified as being subject to overhead. This pushed the *C&RL News* to a deficit budget for the first time since 2010. We are also monitoring how new GDPR requirements may impact the size of the lists we can deliver to advertisers, which may well reduce revenues.

**Figure 5** shows membership dues revenues for the past ten years. The positive effect of regularly raising dues by small amounts (as approved by members in 2005) is evident. That dues increase also created a new member rate for students, which the Board reduced to \$5 effective with FY18; with that reduction we have seen a 67.9% increase in student members since August 2017. Currently 11.0% or 1,101 ACRL personal members are joining at the student rate. Of concern is the fact that, while small, regular dues increases have stabilized dues revenue, ACRL membership continues to decline. We will continue to work to articulate ACRL's value proposition in a way that resonates with potential members and builds on ALA's recruitment of academic and research librarians. We have persona research that we had hoped to use in a new ALA Connect but the rollout of the product has not been as robust as had been promised. ACRL will work with ALA to explore joint recruitment and retention opportunities.

**Figure 6** shows the comparison of revenues/expenses by the three major categories for the last 5 years. The charts show the increasing dependence on net revenues from ACRL's educational programs, especially the ACRL Conference, to support the organization.

#### *Next steps*

To meet the minimum requirement of a prudent reserve (at least two month's minimum operating expenses or about \$915,764.33), ACRL only has about one more year where it -can continue to spend down as rapidly as it has. The large net asset balance ACRL had built up allowed the association to support new initiatives that the Board and the membership may deem vital to the mission of the association. Rather than taking the budget to the "edge," and losing any opportunity to support new initiatives, ACRL leaders may want to begin the challenging work of identifying how to allocate its resources strategically, which may include reducing funding for programs and/or reducing the number of non-strategic programs ACRL supports.

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# Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2018.

## Preamble

The strengths and capacities of ACRL have enabled the association to sustain exemplary programs and results for its members and to shape policies and practices of vital interest to higher education.

ACRL's Plan for Excellence continues that path and focuses attention on four areas that capitalize on our strengths, deliver high member value, and heighten our impact:

- Value of Academic Libraries
- Student Learning
- Research and Scholarly Environment
- New Roles and Changing Landscapes

These strategic areas will be supported by financial and operational planning, and will guide the development and implementation of programs and services that target education, advocacy and member engagement.

ACRL's leadership views strategic thinking and planning as an ongoing process. Adoption of this plan for excellence affirms the general intent and direction articulated by the association's core ideology, envisioned future, shorter-term goals, and objectives. Progress will be assessed annually and will guide the operational planning process. The plan for excellence will be updated based on achievement of the goals and their continued relevance as new needs and opportunities arise.

## Timeless Core Ideology

### Core Purpose

To lead academic and research librarians and libraries in advancing learning and scholarship.

### Core Organizational Values

ACRL is committed to:

- visionary leadership, transformation, new ideas, and global perspectives
- exemplary service to members
- equity, diversity, and inclusion
- integrity and transparency
- continuous learning
- responsible stewardship of resources
- the values of higher education, intellectual freedom, the ALA Ethics policy, and "The Library Bill of Rights"

## Core Commitment

ACRL is dedicated to creating diverse and inclusive communities in the Association and in academic and research libraries. This core commitment permeates the work of the Association, cutting across all ACRL sections, committees, interest and discussion groups, and communities of practice. The Association will acknowledge and address historical racial inequities; challenge oppressive systems within academic libraries; value different ways of knowing; and identify and work to eliminate barriers to equitable services, spaces, resources, and scholarship.

## Long-term Envisioned Future Vision

Academic and research librarians and libraries are essential to a thriving global community of learners and scholars.

### Vivid Description of a Desired Future

ACRL elevates the position, recognition, and impact of all academic and research libraries and librarians as catalysts in exceptional research and learning. Academic libraries play a critical role in building diverse, welcoming, and equitable communities; developing inclusive spaces and services; guarding against policies and practices that intentionally or unintentionally create racial inequalities; embodying diversity in the profession; and creating conditions so that all users are respected and supported in their intellectual dialogues and pursuits. Librarians and their colleagues design services that provide scholars and learners the unfettered ability to create, access, evaluate, and use knowledge. College and university students are information literate, informed scholars and citizens who value the opinions, perspectives, and experiences of others. Facile use of information sources and discovery techniques enables them to succeed in their coursework and future careers preparing them to lead new national and global initiatives. Partnering with academic librarians to collect and organize research data, faculty break new ground in their respective fields. Academic libraries, constantly transforming to meet the evolving needs of their campuses, are central to educational and research efforts.

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## Five-Year Goals and Objectives

### Value of Academic Libraries

Goal: Academic libraries demonstrate alignment with and impact on institutional outcomes.

#### *Proposed Objectives:*

1. Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.
4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.

### Student Learning

Goal: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

#### *Proposed Objectives:*

1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.
2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.



## Research and Scholarly Environment

Goal: The academic and research library workforce accelerates the transition to more open and equitable systems of scholarship.

#### *Proposed Objectives:*

1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.
2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship, and power and privilege in knowledge creation systems.
3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

### New Roles and Changing Landscapes

Goal: The academic and research library workforce effectively fosters change in academic libraries and higher education environments.

#### *Objectives:*

1. Deepen ACRL's advocacy and support for the full range of the academic library workforce.
2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.
3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.



**IT Update for Annual Conference 2019: 13 Jun 19**

## **eStore/eLearning eCommerce**

The current goal of the eStore/eLearning project is to add all ALA eLearning offerings to the store, making it is easy for members and other potential registrants to find and purchase/register for any ALA eLearning event in one place. We are enhancing the service integration options, and saving this activity to the customer's profile in iMIS. Promet currently estimates a feature complete date to be July 10, 2019.

**Accomplishments for 2019 include:**

- We are finishing testing for the 1.8 release to be deployed after Annual Conference.

**Some of the enhancements/updates that will be a part of Release 1.8:**

- Improve shipping calculations with discounts
- Enhancements to kits
- Security Updates
- Update design issues
- Create individualized email notifications for products
- Hide attendee lists from users for free events

**Our plan going forward is to:**

- Complete functional testing, User Acceptance Testing and deploy the final major releases (1.9 & 1.9.2)

## **Membership Dues and Donations eCommerce**

The goal for the Membership Dues and Donations project is to improve the membership and customer experience for processing dues and donations. This system has been live for over two years.

**Accomplishments for 2019 include:**

- Deployed Drupal security release v7.62
- Deployed v3.00 Beta 2 release, correcting the 1st and 2nd year membership charges

**Our plan going forward is to:**

- Test and deploy new releases to fix known issues and security updates
- Develop new features to improve the member and customer experience as required

## **Salesforce Advocacy and Development Project**

The goal of the Salesforce project is to provide a tool that will increase the capabilities for Advocacy and Development.

### **Detailed Goals:**

#### Public Policy and Advocacy

- Track cultivation of new and existing advocates across the organization
- Look up ALA members and advocates by zip code / Congressional District
- Annotate records with “soft touch” data, including points of contact and areas of interest
- Track interactions and information about current and past members of Congress and other elected officials
- Track interactions and points of contact between Advocacy/Public Policy staff and members of Congress, elected officials, and Federal agencies
- Surface relationships between advocates and current and past members of Congress and other elected officials
- Track and report on advocate actions based on zip code / Congressional District

#### Development office (Fundraising)

- Track cultivation of new and existing donors across the organization
- Annotate records and track “soft touch” data, including points of contact, areas of interest, and likeliness of donations
- Enhance reporting capabilities
- Use data to generate leads from the prospect pool and from the advocate population

#### ITTS –

- Implement a well-integrated system that is scalable to other departments at ALA if applicable
- Create new business intelligence information
- Explore Salesforces data analytics module “Einstein” capabilities for future uses

### **Accomplishments for FY 2019 include:**

- Three Demo’s with stakeholders with improved ALA modifications each time
- Data mapping between iMIS membership database and Salesforce completed and Test data imported into Salesforce for UAT (User Acceptance Testing)
- User Acceptance Testing is underway
- Integration between iMIS and Salesforce programing using Dell Boomi (Integration system) has been started



**Our plan going forward is to:**

- Finish Salesforce/iMIS integration with Dell Boomi
- Complete User Acceptance Testing
- End user Training
- Conversion and go live

**In next FY (2020)**

- Convert Development Soft-Credits
- Identify and implement any additional Advocacy and Development needs
- Identify any additional ALA standalone underserved system to add to Salesforce

## **ALA Connect**

The goal of the ALA Connect project is provide the ability to do committee work, community work, networking, member engagement, non-member engagement, and marketing of products and services to our members and non-members.

**Accomplishments for 2019 include:**

- Launch of the Connect Administration Bi-Weekly meeting
- Consolidation of multiple FAQ pages into a single page
- Creation of User Guidelines – to be published after review
- Pilot deployment of Workspace to ALA Task Force to explore Online Deliberation and Voting
- Launch of pilot study for Mentoring @ ALA
- Working with the Office of Member Relations and community admins to improve site navigation. Initial designs are being refined before presenting to management
- Working with eConverse Media to redesign site layouts. Initial designs are being refined before presenting to management
- Creation of new training materials

**Currently, we are:**

- Working with Member Relations and community admins improve site navigation / menus
- Working with Higher Logic to refine the Workspace Module before adding it to service offerings
- Working with eConverse Media to improve site layout and improve user experience

**Our plan going forward is to:**

- Implement Workspace for collaboration on documents with versioning and balloting module
- Refine menu navigation with Member Relations and site admins
- Work with eConverse medio, ALA management, and site admins to improve site design

- Implement Volunteer Manager Module

## **PCI Compliance**

PCI Compliance is a set of security controls that businesses are required to implement to protect credit card data and comply with the Payment Card Industry Data Security Standard (PCI DSS).

### **Accomplishments for 2019 include:**

- Completed a vulnerability scan which provided for a PCI Compliance baseline (October 2018)
- Resolved priority vulnerabilities found in the October scan
- Completed an additional vulnerability scan to create a new baseline (May 2019)
- Provided security training for email phishing to all ALA Staff

### **Currently, we are working on:**

- Creating remediation plans for open issues
- Resolving vulnerabilities
- Completion and verification of security training for email phishing for all ALA Staff

### **Our plan going forward is:**

- Educating our users and stakeholders about PCI compliance by developing relevant staff training materials
- Working to improve our compliance posture
- Implementing and maintaining a set of policies and procedures to operationalize PCI Compliance

## **iMIS Membership System Upgrade**

The goal of the iMIS membership system upgrade is to move to the current version, allowing us to use a web interface to track our member and customer information. The upgrade includes data dashboards showing trend data that can be used to improve member engagement.

### **Accomplishments for 2019 include:**

- Upgraded to the most recent version of our Shibboleth Single Sign-on Technology Component

### **Currently, we are working on:**

- Testing the Shibboleth Single Sign-On Technology Component Upgrade

### **Our plan going forward is to:**

- Complete Final User Acceptance Testing of iMIS
- Perform the upgrade in September 2019

## **Digital Asset Inventory**

The goal of the Digital Asset Inventory is to identify the digital assets of the association, providing information needed to inform ALA's content strategy.

### **Accomplishments for 2019 include:**

- Sending the digital property survey was sent to staff in late February
- Conducting post survey interviews with staff
- Identification of 265 digital properties (excludes ALA Connect, email marketing, social media)
- There is a high number of sites and high volume of content to maintain which leads to outdated, infrequently updated content.

### **Our plan going forward is to:**

- Decrease the Digital Property Footprint (goal is to decrease number of sites by 30-40%)
- Develop & Enforce Digital Protocols
- Leverage the inventory deliverable as a reusable tool for ALA
- Enforce standards when creating new properties
- Enforce archiving protocols around decommissioning sites
- Bring usability standards and best practices to ALA
- Commence work on Digital/Content Strategy

## **Miscellaneous Infrastructure Accomplishments:**

- Windows 10 Laptop Rollout
- Enhance Joblist/YourMembership site to participate in ALA's single sign on
- Migrated ASGCLA/RUSA blogs back in-house
- Deployed Libraries Ready to Code project to ALA website
- Did a system wide cleanup in sympla removing users with obvious "email address no longer in use"

## **ITTS Staffing Changes**

- New eCommerce Manager, Nathan Strong
- New IT Project Manager, Shakir Akbari
- New Data Analyst, Stan Kessler
- New Training Specialist, Patrick Harrington
- Continue the search for a User Experience Manager