Association of College and Research Libraries
Virtual Board Update
December 1, 2023
11:00 AM–12:00 PM Central
[Zoom Login](#)

Agenda

Time	Item (Document number follows topic and presenter)
11:00 a.m.	**1.0 Call to order (Beth McNeil)**
11:00–11:03 a.m.	**2.0 Opening remarks/items for New Business (McNeil)**
11:03–11:05 a.m.	**3.0 Adoption of the agenda (McNeil)**
11:05–11:15 a.m. *Discussion*	**4.0 ACRL Bylaws Working Group (Ellis) #1.0, #1.1** The Board will discuss proposed changes for the ACRL Bylaws in advance of an asynchronous virtual vote.
11:15–11:30 a.m. *Discussion*	**5.0 FY25 Budget Assumptions (Mocnik) #2.0** The Board will discuss the ACRL Budget and Finance Committee's recommendation to the Board regarding ACRL's and Choice's FY25 budget assumptions in advance of an asynchronous virtual vote.
11:30–11:45 a.m. *Discussion*	**6.0 Leadership Council (McNeil) #3.0** The Board will discuss potential topics and logistics (in-person or virtual) for an upcoming ACRL Leadership Council & Membership Meeting. The Board will also discuss how to engage section leaders at a Welcome Reception.
11:45–11:58 a.m.	**7.0 New Business (McNeil)** • ALA Annual Conference in-person/virtual? • Other?

Time	Item (Document number follows topic and presenter)
11:58 a.m.–12:00 p.m. *Information*	**8.0 Upcoming Meetings Reminder (McNeil)** • **ALA Crisis Communication Training for ALA Division Boards:** December 6, 2023, 3:00 PM – 4:00 PM Central, Zoom login, Meeting ID: 996 4672 0757, Passcode: 520419 • **ACRL Virtual Board Update:** January 12, 2024 2:00-3:00 PM Central, Zoom login • **ACRL Board of Directors I:** January 26, 2024 1:00-3:00 PM Central, Zoom login • **ACRL Board of Directors II:** January 31, 2024 1:00-3:00 PM Central, Zoom login
12:00 p.m.	**9.0 Adjourn (McNeil)**

Upcoming ALA Governance Meetings (optional)

- **ALA Executive Board Monthly Conference Calls**–Agendas and Documents are available on the Executive Board Document Inventory 2023-2024.
  - December 21, 2023, 11:00 PM – 1:30 PM Central, Zoom login
  - No January conference call
  - February 15, 2024, 11:00 PM – 1:30 PM Central, Zoom login
  - March 21, 2024, 11:00 PM – 1:30 PM Central, Zoom login
  - No April conference call
  - May 16, 2024, 11:00 PM – 1:30 PM Central, Zoom login
  - No June conference call
- **ALA Executive Board LibLearnX Meetings**. Other governance meetings and forums such as the Membership Information Session, Executive Board Candidates forum, etc. will be held virtually. Meeting dates forthcoming. Agendas and Documents are available on the Executive Board Document Inventory 2023-2024.
  - Friday, January 19 from 1:00-5:30 pm ET – ALA Governance Institute (in-person)
  - Saturday, January 20 from 3:00-3:45 pm ET – ALA-APA Council Meeting (hybrid), Login TBA
  - Saturday, January 20 from 3:45-5:00 pm ET – ALA Council Meeting (hybrid), Login TBA
  - Sunday, January 21 from 3:00-5:00 pm ET – ALA Council Meeting (hybrid), Login TBA
  - Monday, January 22 from 1:00-5:00 pm ET – ALA Executive Board Meeting (hybrid), Login TBA

ACRL Board Ground Rules
Approved Fall Board Meeting, November 18, 2019.

1. Accept mutual responsibility for quality of meeting and assess effectiveness.
2. Be present, attentive, engaged and prepared. Avoid side conversations.
3. Lean into discomfort; discuss the undiscussable issues
4. Speak up if you have a question or to test assumptions.
5. Listen with care for the individual and differ respectfully.
6. Signal conclusion, identify next steps, and make clear assignments.
7. Assume positive intent/give benefit of doubt.
8. Enjoy yourself.

Make knowledge-based decisions using these four questions:

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision?*
2. What do we know about the current realities and evolving dynamics of our members' marketplace/industry/profession that is relevant to this decision?*
3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?*
4. What are the ethical implications of this decision?
*What do you wish that you knew, but don't?

ACRL Board Social Media Guidelines
Approved Fall Board Meeting, November 16, 2018

This document addresses ACRL Board members' use of their personal social media accounts in sharing information from Board work.

1. Purpose
Social media offers an opportunity for the ACRL Board to increase two-way communication with members. As such, we recognize the importance of social media not only for sharing information and updates, but in contributing towards greater transparency and member engagement.

2. Guidelines
Board members who engage with social media agree to do so in a professional manner and to act in accordance with The Executive Committee's Ground Rules, which are reviewed and updated each year at the Strategic Planning and Orientation Retreat. The following guidelines are intended to assist Board members in determining what type of social media posts are appropriate. Board members may:
   a. use their personal social media accounts to share Board information;
   b. share information/discussions and distinguish/label personal opinions clearly as their own;
   c. include general summaries of Board discussions without including specific comments or attributing those comments to individual Board members
   d. Once vote is taken, support decision in line with Board responsibilities;

e. report on action items;

f. leverage social media to gather feedback from members.

3. Responsibilities

Board members who choose to share Board information on social media are responsible for following member responses and closing the feedback loop, as follows:

a. Twitter posts should use the #acrlboard hashtag, along with any individual hashtag(s) for specific discussions.

b. Board members initiating discussion on social media should summarize and report member responses back to The Executive Committee promptly.

c. Board members initiating discussion on social media should report back to responding members with the results of the discussion.

Document Inventory

ACRL Board Update: December 1, 2023

Doc #	Document
Doc 1.0	Board action form: ACRL Bylaws Revisions and Additions
Doc 1.1	Proposed ACRL Bylaws Revisions and Additions
Doc 2.0	FY25 Budget Assumptions for ACRL & Choice
Doc 3.0	Past ACRL Leadership Council agendas

Association of College & Research Libraries
ALA/ACRL American Library Association
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acrl@ala.org, http://www.acrl.org

Board of Directors Action Form

To: ACRL Board of Directors

Subject: Bylaws Revisions and Additions

Submitted by: Erin L. Ellis, Past-President, ACRL Board

Date submitted: November 16, 2023

Background
At the ALA Annual 2023 Conference, the Board discussed the ACRL Bylaws and determined that there was need to add, revise, and remove items in order to better articulate ACRL's current operating guidelines. Bylaws that were to be considered included: Article VII Budget and Finance Committee Chair; Article IX Board of Directors, Section 5; Article XI Nominations, Section 1; Article XIII Elections, Section 2; and Article XVIII Mail and electronic votes, Sections 1, 2, 3. A Board working group was formed (Jessica Brangiel, Erin L. Ellis, Allison Payne, Rebecca Waltz) to draft revisions and additions with the goal to have them ready for the 2024 election.

Stakeholders
n/a

Fiscal and Staffing Impact
ACRL Staff will have to ensure that any Bylaws changes that are approved to advance to a vote by the membership are prepared for the ballot.

Action Recommended
That the ACRL Board of Directors approves the revisions and additions to the Bylaws: Article VII Budget and Finance Committee Chair; Article IX Board of Directors, Section 5; Article XI Nominations, Section 1; Article XIII Elections, Section 2; and Article XVIII Mail and electronic votes, Sections 1, 2, 3 and approves their inclusion on the 2024 election ballot.

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**

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 and the remainder in hard copy.
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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.

☐ **Equity, Diversity & Inclusion**

Goal: TBD

☒ **Enabling Programs and Services**

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

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 and the remainder in hard copy.

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Proposed Revisions and Additions to ACRL Bylaws

Article VII Budget and Finance Committee Chair

Action: Revise to reflect current term length.

Current language: The Budget and Finance Committee chair is appointed by the vice-president for a term not to exceed two years and may be reappointed for a second two-year term, not to exceed four consecutive appointed years on the Board.

Proposed Revision: The Budget and Finance Committee chair is appointed by the vice-president for a term not to exceed two years and may be reappointed for up to three additional years, not to exceed ten consecutive appointed years on the Budget and Finance Committee and five consecutive years on the Board.

Article IX Board of Directors, Section 5

Action: Remove references to "midwinter" and replace language to reflect the two meetings. Revise language regarding "virtual meetings."

Current language: Regular meetings of the Board of Directors may be held in conjunction with each American Library Association Midwinter Meeting and American Library Association Annual Conference. Virtual meetings of the Board may be called by the president or at the request of seven (7) members of the Board. Actions of the Board shall be reported in writing not later than the next Board meeting.

Proposed Revision: Regular meetings of the Board of Directors will be held at a minimum on a quarterly basis and in conjunction with the American Library Association Annual Conference. Actions of the Board shall be reported in writing not later than the next Board meeting.

Article XI, Section 1

Action: Add language to reflect LRNC actions for special elections.

Current language: The Leadership Recruitment and Nominations Committee shall select candidates for vice-president, for ACRL councilor, and for eight ACRL directors-at-large. The LRNC will have a chair and vice-chair and a member each from the University Libraries Section, the College Libraries Section, the Community and Junior College Libraries Section, the Communities of Practice Section and from Chapters Council. The vice-chair is appointed by the vice-president and will become the chair the following year. The members are appointed by their respective communities and each serves a two-year term. The vice-president also appoints a member for a two-year term. Written consent must be secured from each candidate.

Proposed Revision: The Leadership Recruitment and Nominations Committee shall select candidates for vice-president, for ACRL councilor, and for eight ACRL directors-at-large. In the case of a special election, the LRNC may need to select additional candidates for a vice-president or ACRL councilor ballot. The LRNC will have a chair and vice-chair and a member each from the University Libraries Section, the College Libraries Section, the Community and Junior College Libraries Section, the Communities of Practice Section and from Chapters Council. The vice-chair is appointed by the vice-president and will become the chair the following year. The members are appointed by their respective communities and each serves a two-year term. The vice-president also appoints a member for a two-year term. Written consent must be secured from each candidate.

Article XIII, Section 2

Action: Add language in a new sub-section regarding special election actions for Vice-President and Councilor positions.

Current language: none

Proposed Addition:

c) Special Elections

In the event that, in the period between the final reported election results and the commencement of terms of office, an elected vice-president or an ACRL councilor is unable to assume their elected office, a special election is necessary to avoid a vacancy in the vice-president/president-elect and councilor positions. The Executive Committee members and the executive director will communicate with the Leadership Recruitment and Nominating Committee and determine a slate of candidates in a timely manner. Once a ballot is prepared, the special election voting period will be at least one week.

Article XVIII, Sections 1, 2, 3

Action: Check on ALA's policy/protocol regarding Mail ballots for membership votes and revise language as appropriate. Consider language to clearly articulate that Electronic ballots are the primary method for voting on the Board and on Committees. Consider whether to reflect how a Mail ballot may be requested.

Current language: Article XVIII: Mail and electronic votes

Section 1. Membership. Mail or electronic votes of the membership of the Association may be authorized between meetings by the Board of Directors, provided all members are canvassed simultaneously. Such votes shall be conducted under the same requirements as votes at meetings. If no time limit is set, no vote shall be counted unless received within 30 days from the day the text of the matter voted upon was mailed and properly addressed to those entitled to vote upon it.

Section 2. Board of Directors. Mail or electronic votes of the Board of Directors may be taken provided they are authorized by the officers of the Association and all voting Board members are canvassed simultaneously. An affirmative vote of a simple majority of the voting Board members shall be required to pass a motion. On each mail or electronic vote, each voting Board member shall have the option of

voting for or against the motion, to abstain, or to hold for discussion at the next regularly scheduled meeting. Time limits shall be the same as stated above in Section 1 of this article. Actions shall be confirmed at the next regular meeting of the Board.

Section 3. Committees. Mail or electronic votes of duly constituted committees may be taken by the chair of such committees. An affirmative vote of a simple majority of the committee members shall be required to pass the motion. Voting option and time limits shall be the same as stated above in Section 2 of this article.

Proposed Revision: Article XVIII: Votes

Section 1. Membership. Votes of the membership of the Association may be authorized between meetings by the Board of Directors, provided all members are canvassed simultaneously. Such votes shall be conducted under the same requirements as votes at meetings. If no time limit is set, no vote shall be counted unless received within 30 days from the day the text of the matter voted upon was **sent** and properly addressed to those entitled to vote upon it.

Section 2. Board of Directors. Votes of the Board of Directors may be taken provided they are authorized by the officers of the Association and all voting Board members are canvassed simultaneously. An affirmative vote of a simple majority of the voting Board members shall be required to pass a motion. On each ballot, each voting Board member shall have the option of voting for or against the motion, to abstain, or to hold for discussion at the next regularly scheduled meeting. Time limits shall be the same as stated above in Section 1 of this article. Actions shall be confirmed at the next regular meeting of the Board.

Section 3. Committees. Votes of duly constituted committees may be taken by the chair of such committees. An affirmative vote of a simple majority of the committee members shall be required to pass the motion. Voting option and time limits shall be the same as stated above in Section 2 of this article.

FY2025 Budget Assumptions

ACRL develops budget assumptions annually to guide staff in preparing annual project budgets. ACRL's budget is mission-driven and, except for intentional spenddown years, should provide sufficient revenues with a two-year budget to support the strategic initiatives outlined in the ACRL Plan for Excellence, including initiatives related to its Core Commitment to Equity, Diversity, and Inclusion (EDI). 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.

The ACRL Budget & Finance Committee discussed the draft assumptions on November 13, 2023, and approved to recommend to the ACRL Board of Directors the FY25 budget assumptions for ACRL and Choice, with the revision to reduce the 2025 ACRL Conference paid registration from 5% to 2.5%. The ACRL Board will discuss these assumptions during their December 1, 2023 Board Update virtual meeting, and take action as an asynchronous virtual vote following the December 1 meeting. Pending approval, ACRL staff will prepare the preliminary FY25 budget for review by the ACRL Budget and Finance Committee at their 2024 LibLearnX virtual meetings. An updated preliminary budget will be presented for both the ACRL Board and Budget & Finance Committee at the 2024 ALA Annual Conference, and it is expected that final action on the FY25 budget will occur by September 2024.

General Overview: The economic climate and U.S. higher education
As ACRL begins to prepare its FY25 budget, the economic outlook continues to be influenced by the effects of the COVID-19 pandemic. During April to June 2020, the US economy took one of its worst downtowns at a rate of -32.9%[1]. The economy began to rebound from this initial shock in late 2020, but recovery has been slow. Global GDP growth is projected by the International Monetary Fund at, "3.0 percent in (October) 2023 and 2.9 percent in 2024, well below the historical (2000–19) average of 3.8

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[1] Jeff Cox, "Second-quarter GDP plunged by worst-ever 32.9% amid virus-induced shutdown," *CNBC*, July 30, 2020, https://www.cnbc.com/2020/07/30/us-gdp-q2-2020-first-reading.html.

percent."[2] Inflation is also a concerning factor. US inflation peaked in June 2022 at 9.1%[3] and, "Inflation is expected to drop to an annual average of 6.9% in 2023 from 8.7% in 2022, and to 5.8% in 2024."[4]

Like the economy, higher education is still feeling the effects in the post-COVID-19 environment. To fully understand higher education's economic rebound, one must look at the pre-pandemic numbers. Before the pandemic, state spending on public colleges and universities was already well below historical levels prior to the Great Recession of 2008-09.[5] *Insider Higher Ed* reported that, "State funding nationwide is nearly 9 percent below pre-Great Recession levels and 18 percent below where it was before the 2001 tech bust."[6] Although "most Americans believe state spending for public universities and colleges has increased or at least held steady over the last 10 years," in fact, "states have collectively scaled back their annual higher education funding by $9 billion during that time, when adjusted for inflation."[7]

It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession."[8] State support for higher education per full-time equivalent student did not fully rebound after the early 2000s dotcom and 2008 recessions. When adjusted for inflation, state support per full-time student peaked at $7,518 in 2000 and again at $6,939 in 2008; since 2008, state support per student increased steadily yet slowly to $6,671 in 2021."[9]

[2] International Monetary Fund. "Navigating Global Divergences." October 2023. https://www.imf.org/en/Publications/WEO/Issues/2023/10/10/world-economic-outlook-october-2023.

[3] Greg Iacurci, "Here's the inflation breakdown for September 2023 — in one chart," *CNBC*, October 12, 2023, https://www.cnbc.com/2023/10/12/heres-the-inflation-breakdown-for-september-2023-in-one-chart.html

[4] Andrea Shalal, "IMF says global economy 'limping along', cuts growth forecast for China, euro zone," *Reuters*, October 10, 2023, https://www.reuters.com/markets/imf-says-global-economy-limping-along-cuts-growth-forecast-china-euro-area-2023-10-10/

[5] Michael Mitchell et al., "Unkept Promises: State Cuts to Higher Education Threaten Access and Equity Reduced Quality," *Center on budget and Policy Priorities*, October 4, 2018, https://www.cbpp.org/research/state-budget-and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and. Accessed November 5, 2019.

[6] Emma Whitford. "Public Higher Ed Funding Still Has Not Recovered From 2008 Recession," *Inside Higher Ed*, May 5, 2020, https://www.insidehighered.com/news/2020/05/05/public-higher-education-worse-spot-ever-heading-recession. Accessed September 11, 2020.

[7] Jon Marcus. "Most Americans don't realize state funding for higher ed fell by billions," *The Hechinger Report*, February 26, 2019. https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions. Accessed November 5, 2019.

[8] 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-isnt-bouncing-back/.

[9] National Center for Science and Engineering Statistics (NCSES). "State Support for Higher Education per Full-Time Equivalent Student," https://ncses.nsf.gov/indicators/states/indicator/state-support-for-higher-education-per-fte-student. Accessed November 7, 2023.

Total enrollments in degree-granting postsecondary institutions peaked in 2010 with 21,019,438 enrollees and have declined 11% since then. The most recent data is for 2021 with 18,659,851 enrollees.[10]

Economic climate and academic libraries

Since 2007 and due to the 2008 recession, ACRL membership numbers have been on a slow but steady decline, which is, in part, due to the closing of institutions that have an impact on both ACRL's organizational and personal members. According the most recent NCES data, 32 postsecondary institutions closed in 2021, 53 in 2020, 236 in 2019, 86 in 2018, 112 in 2017.[11] The pool of potential academic librarians as evidenced by MLIS degrees awarded peaked in 2012 at 7,443; since the peak, enrollments steadily declined to 4,843 in 2017 and, excluding 2020, saw enrollment increase to the most recent number of 5,473 in 2021.[12] The Bureau of Labor Statistics projects that Librarians and Library Media Specialists job outlook will be 3% (as fast as average).[13]

Another factor that could influence the size of ACRL's membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists, and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while one third of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.[14]

Fewer financial resources may have contributed to the consolidation of vendors in the library marketplace.[15, 16] Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs. Because "the current model of large publishers

[10] National Center for Science and Engineering Statistics (NCSES). "Total fall enrollment in degree-granting postsecondary institutions," https://nces.ed.gov/programs/digest/d22/tables/dt22_303.10.asp. Accessed November 7, 2023.

[11] U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 20, 2022. https://nces.ed.gov/programs/digest/d21/tables/dt21_317.50.asp.

[12] U. S. Department of Education: National Center for Education Statistics, "Master's degrees conferred by postsecondary institutions, by field of study," Accessed November 7, 2023. https://nces.ed.gov/programs/digest/d21/tables/dt21_323.10.asp.

[13] BLS Handbook. "Librarians and Library Media Specialists." https://www.bls.gov/ooh/education-training-and-library/librarians.htm, accessed November 7, 2023.

[14] Russell Michalak, Monica D.T. Rysavy, and Trevor A. Dawes*, "What Degree Is Necessary to Lead? ARL Directors' Perceptions," *College & Research Libraries*, Vol. 80, N. 6, (2019). Accessed November 7, 2019. https://crl.acrl.org/index.php/crl/article/view/23526/30835

[15] 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/

[16] David Parker, "ATG Special Report — Industry Consolidation in the Information Services and Library Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, http://www.against-the-grain.com/2016/07/industry-consolidation-report/

dominating scholarly publishing and inflation grinding down library budgets continues,"[17] tighter library budgets could mean less funding for staff development (e.g., association membership, continuing education) or sponsorship of library association programs.

It is anticipated that the impact of the pandemic, along with the pre-pandemic trend of consolidation in the marketplace, will affect ACRL's FY25 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. The FY25 budget will include traditional revenue streams (e.g., non-serial publications, ad sales, webinars).

In recent years, ACRL has been tasked by its Board and Budget & Finance Committee to spend down its net asset balance, and to look for appropriate opportunities to spend a portion of this net asset balance in strategic programs and services that benefit membership. Recent examples of such investments include the promotion of Project Outcome, 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*. Through careful stewardship, the net asset balance, which had grown to $5,002,115 at the beginning of FY16, has through investments in strategic initiatives been reduced to $3,677,096 (FY23 preliminary closing balance).

The ALA Operating Agreement and its financial implications are still under negotiation and key components, such as the overhead rate, are expected to change. The ACRL Board and ALA Executive Director will keep membership apprised of the impact on divisions. The expertise of the ACRL Board, ACRL Budget & Finance Committee, and ACRL member leaders will be relied on to help shape the future of the organization, how it operates, and how to best serve members and the profession.

The ACRL Board and Budget & Finance Committee will need to continue to take a much harder look at any proposed new expenditures, as ACRL would need increased and/or new revenue streams (e.g., more members joining, increasing book sales, or projected growth for conference and professional development registrations, grants, etc.) to support potential requests for increased or new programs and services.

Per ALA instructions, ACRL will again not make transfer from its operating to the ACRL long-term investment fund. Typically, if the Board and Budget Committee would like to resume these transfers in future years, there is a two-year notification requirement by ALA if ACRL wants to transfer more than $50,000 to its LTI; transfers below $49,999 do not require the two-year advance notification. Per the 2005 ACRL Board recommendation, the ACRL budget includes an LTI interest transfer to operating for up to the maximum allowable amount. In FY19, ACRL transferred $125,000 for FY19 and $135,000 in FY20 in appreciation from its LTI to its operating budget to support strategic initiatives. Due to the

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[17] Stephen Bosch, Barbara Albee, & Sion Romaine. "Costs Outstrip Library Budgets | Periodicals Price Survey 2020" Library Journal April 14, 2020 https://www.libraryjournal.com/?detailStory=Costs-Outstrip-Library-Budgets-Periodicals-Price-Survey-2020 Accessed October 31, 2020

outstanding performance of the virtual ACRL 2021 Conference, ACRL did not take the budgeted LTI interest transfer in FY21. In FY22, the ALA Executive Board mandated that divisions move 5% of LTI interest be applied to the FY23 operating budget, and $231,708 was transferred from the endowment. The ACRL and PLA boards submitted a letter to the ALA Executive Board stating the deviation from policy and practice, as well as a request that ALA Board review this action and reinstate divisions' autonomy related to using endowment interest for the FY23 budget. There was no mandate for FY24 and $175,000 was budgeted from the LTI. In FY25, $125,000 will be budgeted from the LTI in the preliminary budget.

Choice FY25 Budget Assumptions

Business Environment
- Paid subscriptions for *Choice Reviews* have stabilized while *Choice* magazine subscriptions are declining.
- Advertisers are asking for different kinds of advertising vehicles: sponsored content rather than print ads.
- We have a strong lead generation program and a list of over 50,000 contacts that interacted with Choice via webinars, whitepapers, and newsletters.
- With the loss of the net asset balances, Choice is under considerable pressure to submit a balanced budget.

Strategic Realignment
Choice continues to remake its business and look for new opportunities to serve the academic library community. In FY21 we began a strategic realignment of our publishing program to decrease our financial dependence upon reviews and to allocate greater resources to the creation of new and timely content. We now have two content channels: Toward Inclusive Excellence (TIE), which focuses on issues of diversity, equity, and inclusion (DEI) in academe; and LibTech Insights (LTI), which gives actionable advice on the impact of emerging technologies in academic libraries. This content is available on Choice360 and is supported by corporate underwriting. Our audience is a broad readership consisting of library professionals, scholars, instructors, and researchers—in short, the entire academic library community.

- In FY21 we launched our equity, diversity, and inclusion content vertical, Towards Inclusive Excellence (TIE).
- In FY23 we launched our library technology content vertical, LibTech Insights (LTI).
- Budgeting for these two projects is in 3919 with underwriting revenues charged to Advertising (line 4143) and expenses (editor and contributor honoraria) to Professional Services (line 5110).

Revenue

Choice magazine and *Reviews on Cards*: In FY23, *Choice* magazine saw a 5% decline in subscriptions, but no decline in revenue due to a price increase. During the pandemic years (FY20-FY22), *Choice* magazine subscriptions fell by up to 19% year over year. While we will not recover those lost subscribers, we may be entering a period of stabilization. We will raise subscription rates in FY25 to keep up the increase in the price of paper and postage.

Choice Reviews: *Choice Reviews* subscriptions rose 2% in FY23, and we hope that the rapid decrease in subscriptions suffered during the pandemic years (a rate of 11% year over year) has stabilized. We will raise prices for this product in FY25.

Choice reviews licenses: We do not expect any major changes in our licensing revenue.

Resources for College Libraries: FY25 will be the third year of the three-year contract we signed in January 2022. In addition to the usual subscription profit sharing, this contract allows for $95,000 in operational reimbursement. This is a 7% increase from our previous contract.

Choice/ACRL webinars: FY23 was post-pandemic adjustment year for our webinar program, and we faced competition from in-person events for advertising spending. The webinar program has started FY24 off in a much better position and we expect FY25 to also be a strong year.

Content marketing: Our content marketing program remains steady as advertisers look for new ways to communicate with their audience.

Choice360: FY24 is an important year for growing a new advertising base for our LibTech Insights (LTI) content vertical. FY24 is also an important year for reimagining the revenue model for Toward Inclusive Excellence (TIE). The expectation is that in FY25 both these content verticals will be generating a small profit.

Expenses

Choice continues to watch costs and keep staffing lean. We hope to reduce some of our IT costs by integrating more with ALA IT. ALA has asked us to budget for a 3% increase in salaries in FY24 and our overhead will remain at the publishing rate of 13.25%.

ACRL General Assumptions

Basic Budget Assumptions
1. All ALA and ACRL fiscal policies will be followed in the development of the budget.
   a. In August 2022, the ALA Executive Board approved the following actions:

1. Directed ALA Executive Director Tracie Hall to establish the Internal Staff Operational Practices Working Group and directed Hall to work with ALA staff leaders, personnel, and some input from members leaders on a new budgeting process. Former ACRL Executive Director Jay Malone served on this group. As of June 2023, this group is not active, but ACRL Interim Executive Director Allison Payne will keep the ACRL Board/B&F Committee apprised if this working group resumes.
   2. Authorized the ALA Operating Agreement Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. Former ACRL Budget and Finance Chair Carolyn Henderson Allen and former ACRL Executive Director Jay Malone served on this task force. With the departure of Jay, ACRL Interim Executive Director Allison Payne and Choice Editor and Publisher Rahcel Hendrick were added to the task force.
   3. In October 2023, the ALA Executive Board acted to, "Dissolve the Operating Agreement Implementation Work Group and to charge the ALA Treasurer and the ALA CFO, in consultation with member and staff leadership across the divisions, round tables, and other revenue generating units, to bring final recommendations to the Executive Board related to financial aspects of the operating agreement to the Board's October 2024 meeting."
2. The mandated reserve (as set by the ACRL Board, following ALA policy) 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 using 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 using a 2-year average to match the swings due to the ACRL Conference.
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. Revenues and expenses for the ACRL Conference will be recognized in the year the event takes place, except for expenses that are non-material (i.e., less than $5K) and monthly payments.

Given that FY25 is a conference year, ACRL should expect to generate a positive year-end net that is enough to balance FY24's budgeted deficit of -$527,383.

Revenues
+ Primary sources of revenue will be education (e-learning, institutes, 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 FY25).
+ Sponsorships have been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders and staff continue to meet or exceed expectations for professional development fundraising. 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).
+ If needed, an estimated $125,000 in income from the ACRL long-term investments will be recognized in the budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (project 0000; formerly project 3200).

   o Note: in April 2022, the ALA Executive Board informed divisions that it had approved a mandatory 5% long-term investment (LTI) allocation of 5% in FY23. In May 2022, a joint letter from PLA and ACRL advised of the deviation from policy and practice to the ALA Executive Board. Currently, no mandate has been made and it is not expected for FY25.

Expenses:
− Since FY21, travel and meetings expenses have been carefully monitored (all projects) and reduced if needed to support a healthy overall ALA budget. With the return to normal, travel and meeting expenses may be included in the FY25 budget.
   o Note: in FY23, ACRL was asked to cut a total of $219,438 ($49,074 for travel; $147,126 for meetings and conferences; $22,612 for professional services; $625 for temporary employees) in "discretionary expenses."
− All current staff positions will be included in the budget. Some funds will be budgeted for temporary help.

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

- $1,000 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. (Project 3703)
- $40,080 will be budgeted for monthly web maintenance and improvement costs for the ACRL Project Outcome toolkit. This includes $340/month for SDI server hosting and $3,000/month for Community Attributes to troubleshoot ad hoc issues. (Project 3202)

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.

Revenues

- + $65,000 in revenue will be budgeted for sales of the Threshold Achievement Test for Information Literacy (TATIL) (Project 3711).

Expenses

- $1,000 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (Project 3711).
- $8,400 will be budgeted for maintenance and development of the Information Literacy Sandbox and $3,000 for web hosting (Project 3711).
- One Immersion Program will be offered in FY25 either as an in-person or virtual program; this has yet to be determined by the Immersion facilitators who are currently discussing the program format. The program will break even or net a small profit. 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 one Immersion facilitator observer for the non-regional Immersion Programs (Projects 3830).

Research and the 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.

Expenses

– $1,000 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (Project 3702)
– An additional $12,950 is budgeted to pay the following:
  o $7,950 for SPARC dues;
  o $5,000 for Open Access Working Group;

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.

Expenses

– $1,000 will be budgeted as a placeholder for new initiatives to support this goal, to be used in consultation with the chair of the New Roles and Changing Landscapes Committee (project 3403).

Equity, Diversity and Inclusion

Goal: Academic and research libraries will practice cultural humility, promote community accountability, and be unwavering in their ongoing, iterative commitment to remedy systemic inequalities in their contexts.

Objectives:

1. Enhance members' capacity to acknowledge, interrogate, and dismantle white supremacist structures and other systems of oppression.
2. Provide professional development and resources to attract, hire, support, retain, and promote workers from marginalized communities, which helps build inclusive working environments that center trust and belonging.
3. Build relationships and coalitions to cultivate "collective ownership, accountability, and responsibility" ([Cultural Proficiencies for Racial Equity: A Framework, 2022](#)).

Revenues

+ $7,500 in revenues from the ACRL Diversity Alliance will be budgeted. Based off of historical actuals and reduced in anticipation of pending and approved anti-EDI state legislation. (Project 3402).
+ $10,000 in partial revenue for subsidized RoadShow (Project 3402).

Expenses

- $1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee (Project 3402).
- $1,500 in ongoing costs to support the ACRL Diversity Alliance (Project 3402).
- $14,000 will be budgeted to support two ALA Spectrum Scholars. (Project 3838).
- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. Offer ACRL licensed workshops 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 3402).

Enabling programs and services: Member Engagement

The following budget assumptions are presented by enabling programs and services areas so that we continue to think of resource allocation aligned with the strategic plan.

Membership Services

Revenues

+ Membership revenue will be budgeted by first looking at the August 2023 membership data, then adjusted for an expected 5.61% decrease in personal membership and an expected 1.52% decrease in organizational membership for 2024. Membership revenue for 2025 will be calculated based on an expected 1% decrease in personal membership and an expected 2% increase in organizational membership, based on recent membership data and trends. A third of

the total membership revenue from a calendar year is deferred to the following fiscal year. For example, September through December 2024 are part of the FY25 fiscal year.

+ ACRL may increase dues slightly in FY25 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership dues rate included in the FY25 budget will be based on the most recent quarterly HEPI. Staff will continue to adjust this recommendation based on the monthly membership reports and quarterly HEPI forecasts.

Expenses
– Membership benefits and support for member services will be strategically reviewed by the Board and Budget and Finance Committee. (Project 3200)
– 5350: ACRL will budget $3,000 to sponsor three ALA Emerging Leaders. Funds for as yet unidentified strategic initiatives will be budgeted. Funds for a membership booth at ALA Annual ($5,000 in FY24) will be removed as a cost saving measure. Promotion of ACRL activities at ALA conferences will be done through the ALA Lounge space going forward as there is no cost to send materials to that space. (Project 3200)
– 5302: Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000 (Project 3200)
– 5430: Will include $5,000 for digital membership campaigns through Feathr. This has been paid out of 3200 without being budgeted the last couple of cycles. (Project 3200)
– 5904: Transfers to/from the endowment will be done in project 0000 moving forward per ALA. (Project 0000; formerly Project 3200)

Board and Executive Committee

Expenses
– Funds will be budgeted to support a suite for the ACRL President at Annual Conference—typically about $340/night/5 nights. (Project 3201).
– Approximately $65,000 will be budgeted for a Board Strategic Planning and Orientation Session (SPOS). 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 and the EDI Committee (Project 3201).
– Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/4 (Project 3201).
– Increased ACLS hotel for ED and President from $1,000 to $1,200 per FY23 actuals. (Project 3201)

Advisory services and consulting

Revenues
+ Consulting is on hiatus pending new staff. If staff is added by or for FY25, consulting will continue to recover costs and yield a modest net. (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
- If the awards program is resumed, donations to support awards will be recognized and staff time, administrative fees, and direct expenses will be budgeted to support the awards program. (Project 3206)

Chapters

Expenses
- Chapters will not receive funding from ACRL per February 2023 Board action. (Project 3207)
- Funds will not be budgeted to support the ACRL Chapter Speakers Bureau program per June 2023 Board action. (Project 3207)

Committees

Expenses
- Committees are allowed up to $150 each. Based on historical requests, $250 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/4 Sections and Interest Groups.

Sections

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 Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/4

Liaisons to Higher Education Organizations

Expenses
- See Advocacy section.

Special Events

Expenses
- Based on historical actuals, ACRL will budget to support ten section special events at ALA Annual Conference. (Project 3275)

Government Relations (Project 3704)

Expenses
- $4,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (*Project 3704*).
- $2,000 for general travel to support legislative and policy advocacy (*Project 3704*).

Scholarships

Expenses

- Funds for scholarships shall be supported by ACRL and budgeted as follows (Project 3838):
  - ACRL 2025 Conference @ $50,000, divided among in-person and virtual attendees and in addition to Friends fund donations supporting conference scholarships
  - 8 Spectrum Scholar Travel Grants for the ACRL 2025 Conference, equal to the amount of the library school student conference scholarships (4 competitive, 4 dedicated to the 2 ACRL-sponsored Spectrum Scholars for the Conference year and the 2 from the previous off-Conference year)
  - RBMS 2025 Conference scholarships @ $15,000
  - Immersion Programs @ $10,000
  - E-learning scholarships @ $1,000
  - Support for 2 ALA Spectrum Scholars @ $14,000

Annual Conference Programs

Expenses
- Financial support for ACRL's ALA Annual Conference programs will be a total of $7,150. (Project 3835)
- The President's Program budget will be $6,500. (Project 3835)

Enabling programs and services: Publications

Non-periodical publications

Revenues

+ In FY25, non-periodical publications will recover costs and net excess total 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 for institutional e-book sales in FY25. (Project 3400)

Expenses

− Expenses continue to be budgeted higher each year to account for increased costs of warehousing and fulfillment, paper, production services, costs of sales, etc. as the new title count and backlist continues to grow. (Project 3400)

Library Statistics (Project 3202)

Revenues

+ Revenue from Benchmark subscription sales is projected to be $125,000 in FY25.

Expenses

− We will budget $21,000 in depreciation costs and $21,500 as repayment to PLA to cover ACRL's share of the rebuild cost in FY25. (Project 3202)
− $77,566 will be budgeted for operational expenses for Benchmark, which includes Web hosting $825/month, Omeda subscription fulfillment $3,162, Survey Monkey $3,879, Proximo support $1250/month and $45,625 in planned improvements.

Standards and guidelines (Project 3204)

Revenues

+ Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY25 as well, unless there is a bigger than anticipated economic rebound and/or RoadShows move back to an in-person model (RoadShows IUT costs of booklets for programs back to this line).

Expenses

− Budgeting a small amount for printing in case revised versions of the Framework for Information Literacy and Standards for Libraries in Higher Education are approved by the Board during the fiscal year. Will print these in smaller batches than in the past due to the trend of slower sales. If revised versions aren't approved, current inventory will suffice based on sales for the past several years.

Serial Publications (Project 3300)

Overview
- The budgets for all three ACRL serials (formerly projects 3300, 3302, and 3303) will be combined into one project (3300) beginning in FY24 to streamline budgeting and reporting.

Revenues
+ Product advertising: Revenue from product advertising on which we pay overhead (including sponsorships of ACRL Update e-newsletter, Keeping Up With newsletter, ACRL Delivers eblasts, and RBM online banner/ etoc/print ads) should stay at, or close to, FY24 budget levels. *(Project 3300)*
+ Overhead Exempt Revenue: Revenue from advertising on which we don't pay overhead is projected to stay at, or close to, FY24 budget levels. *(Project 3300)*
+ Job ad revenues will be budgeted similarly to FY24. Following the sharp downturn during the first year of the pandemic, ALA JobLIST recovered to record-setting levels in FY22 and FY23, but sales in late FY23 and early FY24 settled to more historically "good but not exceptional" levels. ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. Exploration of ways ALA and ACRL might partner with related associations using the same job board platform provider is underway and could further enhance ALA JobLIST's reach, but the effect on revenue is uncertain. Such partnerships will require determining how to reconcile JobLIST's strict enforcement of policies supporting ALA's mission and values with the typically less restrictive practices of other associations' job boards. Political backlash against ALA in some regions also seems likely to affect use of the service by some employers. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. *(Project 3300).*
+ RBM subscriptions continue to decline by approximately 20-25% per year with a similar decline anticipated for FY25 over FY23 and FY24. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers. *(Project 3300)*

Expenses
- A small amount of funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. *(Project 3300).*
- $14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA AC. *(Project 3300).*
- $18,000 will be budgeted for ALA JobLIST's ongoing operating expenses, a monthly fee to the platform provider. The contract with the job board platform provider is up for renewal in December 2024 but no significant changes or increases in costs are expected. *(Project 3300).*
- Online hosting and production expenses are anticipated to remain steady at FY23 actual/ FY24 budget levels. *(Project 3300)*
- Increases in printing and postage for RBM are anticipated but have the potential to be volatile depending on whether paper shortages and USPS turmoil continue. *(Project 3300)*
- RBM print page counts should remain at FY24 levels. *(Project 3300)*

CHOICE

CHOICE Revenue
+ *Choice Reviews* subscription revenue will remain stable.
+ *Choice* magazine subscription revenue will fall by 5%
+ Subscriptions to *Resources for College Libraries* will remain flat at around $125,000. RCL licensing will remain at $10K for the use of RCL content in ProQuest's eBook Central, with an additional $10K credited to Choice (3902) for OAT matches.
+ Advertising net revenues will increase by 5%, with declining magazine advertising offsetting gains in sponsored content and new content verticals:
+ Royalties from licensing of Choice reviews will remain at current levels.

CHOICE Expenses
− Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
− All other direct expenses, except for amortization of capitalized expenses, will remain the same or decrease.

CHOICE Bottom Line
● Revenues will rise approximately 3%.
● Expenses will rise 1-2%.
● Choice expects to submit a balanced budget for FY25.

Enabling programs and services: Education

ACRL 2025 Conference (Project 3808)

Revenues
+ All revenues pertaining to ACRL 2025 will be recognized in April 2025 after the conference is held.
+ FY25 is an ACRL Conference year so total ACRL revenues will be approximately more than 1.5 million dollars more than FY22 total revenues.
+ ACRL 2025 is being planned as a hybrid conference with approximately 60-70% of attendees attending in-person and approximately 30-40% participating remotely. We anticipate the total number of paid registrants around 3,015, which is an 2.5% increase from ACRL 2023.
+ We will set the F2F and virtual-only registration fees in order to cover expenses and to have a budget with a projected net revenue similar to the FY23 net.
+ ACRL 2025 exhibitor revenues will be budgeted around the same level as 2023. We have dropped between booths per conference since 2013, with a significant decrease of 103 booths from 2019 to 2023 (224 booths actual in 2023, 327 booths actual 2019, 375 booths actual 2017, 386 booths actual 2015, 398 actual 2013).

- + ACRL 2025 sponsorship revenues will be budgeted around $250,000. We expect fundraising to be challenging due to tight budgets and ongoing company mergers.
- + Because conference revenues have consistently met or exceeded budget for at least the last ten conferences, 100% of revenues will be recognized.

Expenses
- – Staff are taking active steps to find cost-savings and reduce expenses when possible.
- – Per ALA financial policy, FY24 deferred expenses will be recognized in FY25.
- – The ACRL 2025 conference budget will include a modest amount of funds for "innovation" and/or new programs/services/accessibility which will enhance the conference experience.
- – Scholarships will be budgeted as a "contra-expense" transfer from ACRL's scholarship project and/or Friends Fund rather than shown as revenue.

RBMS Conference (Project 3800)

Revenues
- + The RBMS 65th Annual Conference will be held in FY25. Revenues and expenses for this program will be set to have a modest net. Registration rates will include in-person and virtual options. (Project 3800)

Expenses
- – RBMS 2025 site has been selected by the RBMS Conference Development Committee. The event will be held at Yale University in New Haven, CT. Specific venues have yet to be determined and expenses will be estimated accordingly.

Online learning (Project 3340)

Revenues
- + E-learning webcasts and courses will be developed and offered in FY25. We anticipate total revenues will be even with previous actuals (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 FY24.

Expenses
- – ACRL will continue to provide two complimentary e-Learning webcasts to ACRL chapters per fiscal year.

Licensed workshops (Project 3341)

Revenues
- + We expect to resume licensing of full-day in-person workshops to institutions, chapters, and consortia upon request, though at reduced numbers from previous years. Six available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data

Management, 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)

+ ACRL will continue to offer virtual "Off-RoadShow" offerings based on the current workshop topics, developed in FY21/FY22. We project this to be a popular option for institutions and organizations unable to host an in-person workshop and to generate a modest net, making up for the reduced number of in-person workshops. (Project 3341)
+ We anticipate a total of 10-12 licensed workshops (mix of in-person and virtual workshops).
+ $10,000 in partial revenue for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section shown in EDI section.

Expenses
− ACRL will continue to cover travel costs for new presenters to shadow workshops. Since ACRL hired new presenters in FY23, ACRL will budget for 2-4 new presenters to shadow one workshop each in FY25.
− $15,000 to support curriculum development of new workshops and curriculum refreshes of existing workshops, up from a reduced $7,500 in FY23 and FY24 but below pre-pandemic budget of $20,000/year.

− Subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section.

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses
− $15,000 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)

Government Relations

Expenses
− 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 $4,000 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)

Revenue
+ Project Outcome offers fee-based group accounts for consortia that may bring in revenue. Fees range from $600 to $5000 per group, depending on the number of institutions. There are likely to be fewer than 2 groups added in a year.
+ Revenue from private training webinars, estimated at $2,000.
+ Publication of new book Assessment and Advocacy: Using Project Outcome for Academic Libraries is due in early FY25 and expected to generate revenue and a small surplus net for Project Outcome.
+ Revenue for new options (e.g. training kits, external partnerships, toolkit "resale")

Expenses
- $60,550 will be budgeted for monthly web maintenance and improvement costs for the ACRL Project Outcome toolkit. This includes $250/month for Amazon Web Services, and $437.50/month for SDI. Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at $3000/month).
- ACRL staff time of at least 15 hours/week to: provide customer service and technical support for Project Outcome users, act as staff liaison to the Project Outcome for Academic Libraries Editorial Board and organize new online learning opportunities.

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 full staffing at FY23 level.
- $2,500 will be budgeted for temporary staff as needed. (Project 0000)
- Existing staff benefits will be budgeted as directed by ALA Finance. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted.

Expenses—CHOICE
- See *Choice* expenses.

ALA Relationship

Overhead—ACRL
- ACRL's general overhead payment to ALA will be budgeted at FY23 levels as policy requires, currently estimated at about $577,362 (FY23 preliminary actual).

Overhead—CHOICE
- CHOICE's general overhead payment to ALA will be budgeted at approximately $311,944 (FY24 budget) in FY25.

ACRL Leadership Council & Membership Meeting Agenda

Tuesday, April 25, 2023, 1:00 PM - 3:00 PM Central Time

Time	Agenda Item
1:00 - 1:05	**Welcome (ACRL President Erin Ellis)**
1:05-1:25	**One Pagers from Goal-area Committees** Opening with the question, What is the most impactful thing on which you've been working?
1:25-1:45	**Oral report from Awards Process Implementation Task Force. Q&A. (John Lehner, Lori Goetsch, Co-Chairs)**
1:45-2:00	**Oral report from Member Accommodation/Compensation Task Force. Q&A (Trevor A. Dawes, Co-Chair)**
2:00-2:10	**Break**
2:10-2:15	**Section Membership Committee (Joyce Garczynski, Chair)**
2:15- 2:35	**Breakouts** Please assign a note taker for report outs.
2:35-2:55	**Report out from breakouts.**
2:55-3:00	**Closing (Erin Ellis)**

ACRL Virtual Leadership Council & Membership Meeting

Monday, April 11, 2022 | Zoom Registration
11:00 am–1:00 p.m. Pacific | 12:00–2:00 p.m. Mountain | 1:00–3:00 p.m. Central | 2:00–4:00 p.m. Eastern

1:00–1:05 p.m. CT	**1.0 Welcome & Introductions**	**Julie Garrison** *ACRL President*
1:05–1:15 p.m. CT	**2.0 Recent ACRL Board Actions** • Awards • Member Accommodation/ Compensation Task Force • Nominations and Policies Audit Task Force • EDI Goal Area	**Julie Garrison** *ACRL President*
1:15–1:20 p.m. CT	**3.0 ACRL Short-term Priorities #5.0** • Communication • Equity, Diversity & Inclusion • Membership	**Julie Garrison** *ACRL President*
1:20–1:51 p.m. CT	**4.0 Goal-area Committee Updates #4.0**	
1:20–1:27 p.m.	• New Roles and Changing Landscapes Committee	**Marilyn Myers** *NRCL Chair*
1:27–1:34 p.m.	• Value of Academic Libraries Committee	**Rebecca Croxton** *VAL Chair*
1:34–1:39 p.m.	• Student Learning and Information Literacy Committee	**Meg Meiman** *SLILC Chair* **Melissa Mallon** *SLILC Vice-Chair*
1:39–1:46 p.m.	• Equity, Diversity and Inclusion Committee	**Maisha Carey** *EDI Chair* **Je Salvador** *EDI Vice-Chair*
1:46–1:51 p.m.	• Research and Scholarly Environment Committee	**Sandra Enimil** *ReSEC Chair*
1:51–2:01 p.m. CT	**5.0 Q&A**	**Julie Garrison** *ACRL President*

2:01–2:10 p.m. CT	**Break**	
2:10–2:40 p.m. CT	**6.0 Small Group Discussions #2.0**	**Julie Garrison** *ACRL President*
2:40–2:55 p.m. CT	**7.0 Report Out**	**Julie Garrison** *ACRL President*
		Robert Jay Malone *ACRL Executive Director*
2:55–3:00 p.m. CT	**8.0 Wrap-up, Next Steps for Engagement**	**Julie Garrison** *ACRL President*

Following the virtual meeting, an online evaluation will be sent to all invitees.

Documents

- Doc 1.0 ACRL Plan for Excellence
- Doc 2.0 Small Group Discussion Questions
- Doc 3.0 ACRL Structure Chart
- Doc 4.0 Goal-area Committee Reports & Work Plans
- Doc 5.0 Short-term Priorities Focus Group Summary

VIRTUAL LEADERSHIP COUNCIL
AND MEMBERSHIP MEETING
AGENDA

Monday, May 24, 2021 ▪ 11:00 am-12:30 p.m. Pacific | noon-1:30 p.m. Mountain | 1:00 – 2:30 p.m. Central | 2:00-3:30 p.m. Eastern
Zoom Login emailed upon registration

1:00–1:05 p.m.	**Welcome & Introductions**	**Jon Cawthorne** ACRL President
1:05–1:25 p.m.	**ALA Pivot Strategy and Divisions #1.0**	**Tracie Hall** ALA Executive Director
1:25–1:45 p.m.	**Breakout Groups**	**Jon Cawthorne** ACRL President
1:45pm	**Reconvene & Introductions**	**Jon Cawthorne** ACRL President
1:47–2:07 p.m.	**Advancing ACRL's Core Commitment to EDI. #2.0, #3.0, #4.0,**	**Mary Beth Lock** Equity, Diversity & Inclusion Committee **Carolyn Allen** Budget and Finance Committee
2:07-2:27 p.m.	**Breakout Groups**	**Jon Cawthorne** ACRL President
2:27–2:30 p.m.	**Reconvene & Closing Remarks**	**Jon Cawthorne** ACRL President

Following the virtual meeting, please complete the online evaluation.

Documents
Doc 1.0   ALA Pivot Strategy
Doc 2.0   ACRL Plan for Excellence
Doc 3.0   ALA Midwinter 2021 reports by Goal Area Committees
Doc 4.0   Report of recent ACRL activities that support Core Commitment