

## ACRL Budget and Finance

February 3, 2022 | 10:00 AM – 12:00 PM CST

[Zoom Login](#)

### Agenda

Time	Item (Document number follows topic and presenter)
10:00–10:10 a.m.	<b>1.0 Welcome and Introductions (Allen)</b>
10:10–10:15 a.m.	<b>2.0 Assign/Review Recorders (Allen)</b> Minutes are typically due within two weeks following a meeting. Minute takers will confirm the deadline of <b>February 18</b> for minutes to be submitted to the compiler, B&F Chair Carolyn Allen. <ul style="list-style-type: none"> <li>Recorder 1: Joint Board/B&amp;F, Feb 1, 10-12 CST = _____</li> <li>Recorder 2: B&amp;F I, Feb 3, 10-12 CST = _____</li> <li>Compiler = Carolyn Henderson Allen</li> </ul>
10:15–10:20 a.m. <b>Action</b>	<b>3.0 Adoption of the Agenda (Allen)</b> The committee will adopt the agenda.
10:20–10:25 a.m. <b>Action</b>	<b>4.0 August 2021 Virtual Meeting Minutes (Allen) #1.0</b> The Budget & Finance Committee will take action on its meeting minutes from the virtual meeting held on September 1, 2021.
10:25–10:40 a.m. <b>Discussion</b>	<b>5.0 Debrief of Joint Board/B&amp;F &amp; ALA Finance Meetings (Allen)</b> The committee will review the discussion with ALA Treasurer & ALA Executive Board liaison Maggie Farrell and consider implications for ACRL and its finances. The Committee will also debrief and ask questions they may have regarding the January 2022 ALA Finance and Governance meetings. Background documents are included in the <a href="#">Joint Meeting packet</a> .
10:40–10:50 a.m. <b>Discussion</b>	<b>6.0 Review of Progress on B&amp;F Committee's Work Plan (Allen) #2.0</b> The committee will review its work plan progress.
10:50–11:00 a.m.	<b>Break</b>

<b>Time</b>	<b>Item (Document number follows topic and presenter)</b>
11:00–11:25 a.m. <i>Information/Discussion</i>	<b>7.0 ACRL Finances</b> <ul style="list-style-type: none"> <li>• <b>FY21 &amp; FY22 Performance (Malone) #3.0, #3.1</b> The committee will receive an update on ACRL’s FY21 final close. The committee will also receive a brief update on the status of the FY22 reports.</li> <li>• <b>FY23 Preliminary Budget (Malone) #5.0, #6.0, #6.1</b> The committee will review ACRL’s preliminary budget for FY23.</li> </ul>
11:25–11:50 a.m. <i>Information/Discussion</i>	<b>8.0 CHOICE Finances (Cummings)</b> <ul style="list-style-type: none"> <li>• <b>FY21 Performance (Cummings) #4.0</b> The committee will receive an update on Choice’s FY21 final close.</li> <li>• <b>FY23 Preliminary Budget (Cummings) #5.0, #7.0</b> The committee will review Choice’s preliminary budget for FY23.</li> </ul>
11:50 a.m.–12:00 p.m.	<b>9.0 New Business (Allen)</b> <ul style="list-style-type: none"> <li>• TBD</li> </ul>
12:00 p.m. <i>Action</i>	<b>10.0 Adjourn (Allen)</b>

## ACRL Budget & Finance Committee Document Inventory

Budget & Finance Meeting, February 3, 2022

**Black** = Included in Packet

#	Document
Doc 1.0	B&F Committee August 2021 Virtual Meeting Minutes
Doc 2.0	ACRL B&F Work Plan
Doc 3.0	ACRL FY21 Q4 Memo
Doc 3.1	ACRL FY21 Q4 Report
Doc 4.0	Choice FY21 Q4 Memo
Doc 5.0	FY23 Budget Assumptions for ACRL and Choice
Doc 6.0	ACRL FY23 Preliminary Budget Memo
Doc 6.1	ACRL FY23 Preliminary Budget
Doc 7.0	Choice FY23 Preliminary Budget

### FYI Documents

#	FYI Document
FYI-1	ACRL Plan for Excellence



**Association of College and Research Libraries**  
Joint Board of Directors/Budget & Finance Committee

**ACRL's and Choice's FY22 Budget Meeting**

Wednesday, September 1, 2021

11:00 a.m.– 12:00 p.m. Central

Zoom

## Proceedings

**Present:** Carolyn Henderson Allen, Budget and Finance Chair; Julie Ann Garrison, President; Erin L. Ellis, Vice President; Kara Malenfant, Ex-Officio Member; Directors-at-Large: Toni Anaya, Jessica Brangiel, Faye A. Chadwell, Kim Copenhaver, April D. Cunningham, Cinthya Ippoliti, Mary Mallery, Yasmeen Shorish; Budget & Finance Committee Members: Erika Dowell; Nathan Hall; Robert McDonald; Valrie Ila Minson; Joe Mocnik; Kristen Totleben

**Not present:** Jacquelyn A. Bryant, ACRL Division Councilor; Budget & Finance Members: Madhu B. Kadiyala, Binh P. Le, Scott B. Mandernack, Kris L. Reed

**Staff:** Mark Cummings, CHOICE Editor and Publisher; Allison Payne, ACRL Program Manager for Strategic Initiatives; Mary Jane Petrowski, ACRL Associate Director; Elois Sharpe, ACRL Program Coordinator

### 1.0 Welcome & Introductions (Allen)

ACRL Budget and Finance Chair Carolyn Henderson Allen welcomed attendees to the meeting and introductions were given.

### 2.0 ACRL FY22 Budget Brief Remarks (Malenfant)

ACRL Interim Executive Director Kara Malenfant began the discussion by sharing that the ACRL Conference was a financial and programmatic success. Malenfant stated that the FY21 performance reports are showing actuals better than budget. The Board and Budget and Finance Committee will review the FY23 assumptions in the fall.

Malenfant reminded the Board and Budget and Finance Committee that FY22 will be a deficit year per the intentional spend down of the net asset balance. Since the preliminary FY22 budget was presented in June 2021, the year-end net has improved. In May 2021, the ALA Finance and Accounting department asked each unit to slightly reduce its FY22 budgets by a 10% of budgeted travel or its equivalent; ACRL reductions exceeded the target amount set by ALA. Malenfant reminded the Board and Committee that FY22 reflects the end of print for *C&RL*

*News.* Some bright spots in the budget include JobLIST revenues, and expense reductions for Project Outcome. Other savings were found by removing subsidized RoadShows, reducing Chapter travel due to the pandemic, removing a conference site visit, removing scholarly communication grants, and reducing salaries due to staff vacancy. Expense increases were shown for trends and statistics and LibLearnX (LLX) Board meetings. Malenfant reminded the Board that it will need to decide if it will meet face-to-face at LLX by November 1, 2021. In FY22, advisory services will be managed by staff, instead of a contractor.

*Editor's note: On September 15, 2021, ALA announced that the LLX will take place virtually.*

It was noted that the FY22 budget includes \$15,000 that could be used for undetermined strategic investments, such as a second round of BIPOC memberships. The Board and Committee were reminded that all requests will need to be weighed carefully before approval. A forthcoming report from the Joint Board/Budget & Finance Equity, Diversity, and Inclusion (EDI) Working Group is expected in the fall, and the Board and Committee may want to consider findings from this report when reviewing potential new requests.

Per the five-year plan, FY23 will seek to reduce expenses by 15% and increase revenues by 5% to gradually return to pre-pandemic levels.

If the Board and Committee approve the FY22 budget, the next step would be for the ALA Executive Board to review and approve the budget for all of ALA. Malenfant shared in the chat the links to the next ALA Executive Meetings. Prior to the ALA Executive Board review, unit managers will present their budgets to the ALA Chief Financial Officer and ALA Executive Director.

### 3.0 CHOICE FY22 Brief Remarks (Cummings)

Choice Editor and Publisher Mark Cummings began his remarks by sharing that FY21 quarter three (Q3) results have been encouraging. Choice's FY21 Q3 net is \$125,000 better than budgeted. Some of this performance is due to timing. Cummings reported that Choice should end FY21 Q4 closer to \$40,000, which would be the second year in a row that Choice has ended the year with a modest surplus. This surplus is partly due to payroll reductions and furloughs. Unfortunately, the move from monthly to quarterly reports continues to impair staff's ability to manage financial performance efficiently and successfully.

For FY22, Cummings stated that there have been modest changes since the preliminary budget was shared in June 2021. Since June, subscriptions reduced by around \$63,000. Licensing revenues fell by about \$22,000 due to books in print's contract being renegotiated. Revenue increases included webinars, eBlasts, newsletters, and sponsored content for a total increase of \$95,000. Choice's FY22 budget includes a net of -\$211,179, but it is expected that Choice will end the year better than budget.

Cummings reported on the outlook for Choice by sharing that subscriptions' revenues are declining by about 10% per year. Advertising is budgeted to decline slightly but may have been

budgeted conservatively. The Clarivate acquisition of ProQuest could have implications for Choice in the future. Overall, Choice has cut expenses by about 25% in the past five years. There have been discussions about reorganizing operations and redistributing editorial responsibilities, but this is not reflected in the FY22 budget. Other plans include creating new content verticals and replicating the success of Towards Inclusive Excellence. Choice has been approached by universities and vendors to serve as a studio for media programs, so that could be another area for growth. Reviews are needed seen as increasing revenue source, so focus has been moving away from the magazine and reviews database.

Cummings's remarks were concluded by stating that FY22 includes an overhead budget of \$297,654, and the Board and Committee were reminded that Choice pays for its own office space.

#### 4.0 Board/Budget and Finance Committee Discussion

ACRL Budget and Finance Chair Carolyn Henderson Allen reminded the Board and Committee that this is a continuation of the discussions that took place in January and June 2021. She offered to share background information and documents if attendees would like additional details.

Allen, the Board, and Committee thanked Malenfant, Cummings and staff for working in an unknown fiscal environment this past year and a half.

The Committee asked if Allen or staff have heard an update on the issues with accounting and the delays in financial reporting. Prior to the pandemic, ALA outsourced its accounting department and has since brought accounting in-house. Some improvements have been made and ALA has moved from monthly to quarterly financial reports. Overall, accounts payable have improved, but accounts receivable still needs work. There is a real-time report that includes some data, but improvements could still be made to help staff decipher and reconcile financial actuals.

***Budget & Finance Motion:*** ACRL Budget and Finance Committee member Erika Dowell moved that the ACRL Budget and Finance Committee approves to recommend to the ACRL Board of Directors the FY22 budget with:

- ACRL Revenues \$2,211,555
- ACRL Expenses \$2,948,895
- ACRL NET (\$737,340)
- Choice Revenues \$2,246,444
- Choice Expenses \$2,457,623
- Choice NET (\$211,179)

***Budget & Finance Action:*** The ACRL Budget and Finance Committee approved to recommend to the ACRL Board of Directors the FY22 budget with:

- ACRL Revenues \$2,211,555
  - ACRL Expenses \$2,948,895
  - ACRL NET (\$737,340)
- 
- Choice Revenues \$2,246,444
  - Choice Expenses \$2,457,623
  - Choice NET (\$211,179)

**Board Motion:** ACRL Budget and Finance Chair Carolyn Henderson Allen moved that the ACRL Board of Directors approves the Budget and Finance Committee's recommendation for the FY22 budget with:

- ACRL Revenues \$2,211,555
  - ACRL Expenses \$2,948,895
  - ACRL NET (\$737,340)
- 
- Choice Revenues \$2,246,444
  - Choice Expenses \$2,457,623
  - Choice NET (\$211,179)

The Board asked for implications for operating with a negative year-end net. Per the ALA Operating Agreement, ACRL can use its net asset balance to cover any deficits. The ACRL Budget and Finance Committee works closely with staff to monitor the net asset balance and surface potential challenges for the Committee and Board.

The Committee asked for background on the appropriate amount for the net asset balance. A few years ago, an ACRL Budget and Finance Committee Working Group conducted a environmental scan on other associations' net asset balance and proposed low, medium, and high risk fund balances. A copy of the working group's report was included Doc 17.0 in the Board's [2021 Annual Conference packet](#).

**Board Action:** The ACRL Board of Directors approved the Budget and Finance Committee's recommendation for the FY22 budget with:

- ACRL Revenues \$2,211,555
  - ACRL Expenses \$2,948,895
  - ACRL NET (\$737,340)
- 
- Choice Revenues \$2,246,444
  - Choice Expenses \$2,457,623
  - Choice NET (\$211,179)

### 5.0 Upcoming Governance Meetings (Malenfant)

Malenfant reminded the Board that there will be two upcoming meetings: Fall Board Virtual Meeting and Board Orientation: Part II. During the fall Board meeting, the Board will discuss the FY23 Assumptions.

The Budget and Finance Committee will also hold two meetings in the fall: Budget and Finance Orientation and FY23 Assumptions.

The [website](#) with upcoming ALA Executive Board meetings was shared.

### 6.0 Closing remarks (Allen)

Allen thanked the Board, Committee and staff for attending and participating.

### 7.0 Adjournment (Allen)

Allen adjourned the meeting.

*-Submitted by ACRL Program Manager for Strategic Initiatives Allison Payne*





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

Each summer, ACRL [division-level committees](#) should complete a year-end report and work plan. By **August 31, 2021**, the committee chair should post the completed combined template to ALA Connect.

The **report** section should be completed by the outgoing chair. The **work plan** section should be completed by the incoming chair. Committee members, Board liaison, staff liaison should all review and approve the work plan. Projects included in a committee's work plan will be implemented September 2021 through June 2022.

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

2020–2021 Leadership (terms: July 1, 2020–June 30, 2021)	
<b>Chair:</b>	Carolyn Henderson Allen
<b>Vice-Chair:</b>	n/a
<b>Board liaison:</b>	Carolyn Henderson Allen
<b>Staff liaison:</b>	Allison Payne, Elois Sharpe
<b>Other leaders:</b>	Ex-Officio Members: Julie Ann Garrison, Kara Malenfant

2021–2022 Leadership (terms: July 1, 2021–June 30, 2022)	
<b>Chair:</b>	Carolyn Henderson Allen
<b>Vice-Chair:</b>	n/a
<b>Board liaison:</b>	Carolyn Henderson Allen
<b>Staff liaison:</b>	Allison Payne, Elois Sharpe
<b>Other leaders:</b>	Ex-Officio Members: Erin L. Ellis, Robert Jay Malone

Report & Work Plan Submission			
<b>Year-end report written by:</b>	Carolyn Henderson Allen	<b>Date:</b>	<b>1/24/2022</b>
<b>Work plan submitted by:</b>	Carolyn Henderson Allen	<b>Date:</b>	<b>1/24/2022</b>

## 2020–2021 Year-end Report

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

### 1. What were the major projects/activities accomplished by your committee in the 2020–2021 membership year (July 1, 2020 to June 30, 2021)?

Most of the goals for B&F are ongoing and carefully vetted by the B&F Committee and the Board of Directors. Spreadsheets and documentation can be found in the full budget reports.

The Board of Directors formed an EDI Working Group to Explore and study existing EDI across the association through a financial lens. The report has been submitted and will be discussed in a future meeting.

Orientation of new members of the B&F Committee and the Board of Directors took place on October 26, 2021.

The B&F Committee approved the Budget Assumptions for Board Approval which included Funding to support the ACRL Core Commitment to EDI through support for the Edi Committee, the Diversity Alliance Program with 48 institutions participating, and the Spectrum Scholars. It is noted that other support has been realized through scholarships, memberships, and conference participation.

Other key initiatives include membership growth, Emerging Leaders, support for Leadership Council, a retooling from print to digital of the C&RL News, and the Choice revenue for ccAdvisor realized savings due to the COVID19 pandemic and virtual meetings.

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

Due to COVID19, revenue streams were significantly reduced in the “last few months of the fiscal year: Roadshows, RBMS Conference, are examples.” CHOICE revenue overall was down approximately 3%. Cost containment measures were put into place to mitigate the losses. Among the strategies were staff furloughs. ALA received funding from the paycheck Protection Program and an Economic Injury Disaster Loan to cover the budget gaps.

Additional mitigating circumstances occurred during the past 2 fiscal years due to ALA financial exigency resulting in delayed fiscal reports.

### 3. Which if any 2020–2021 projects will continue next year?

Depending on the outcome of EDI working Group Report Recommendations to the Board, and these goals will be modified to meet the goals established by the Board:

Codify budget line item/benchmarks for EDI activities.

Continue to monitor overall ACRL budget and advocate for growth in revenue in all areas.

Continue to work with CHOICE to realize great profit margins relative to publications, webinars, and training modules.

Monitor fiscal progress relative to ALA policies, processes.

Monitor and adjust ACRL practices based on recommendations and practices established in the ALA Operating Agreement and Overhead recommendations.

Review and recommend membership recommendations for growth via dues based on HEPI.

#### **4. What worked well?**

The staff were able to keep the B&F Committee advised with reports as fiscal information became available.

Kudos to them for the hard work in the face of severe displacements in normal operations due to COVID19 and fiscal constraints. The pivot from in person to virtual conferences, programs and meetings appeared seamless to the outside world. Congratulations for jobs well done!

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

A better fiscal year and no COVID!

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

In November of 2020, the B&F committee recommended that the Board adopt EDI as a Core Commitment for the Association. Subsequently, the work of the committee has made recommendations and advised the Board to adopt a model that will align all EDI activities for ease of tracking and support.

**7. Please indicate EDI activities you would like to publicly include on the ACRL EDI LibGuide (Limit to 75 words or less).**

**If there are questions regarding the above activities, staff can contact:**

- Name:
- Email:

Not Sure

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

No, the committee was ably supported.

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

The staff support, working group and B&F Committee are dedicated to the success of the association.

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

**New in summer 2021.** The [ACRL strategic plan](#) is revisited every year, but the past year has brought about significant changes in higher education, academic libraries, and ALA that necessitate identifying and drafting short-term priorities. For the next 1-2 years, the ACRL Board has set priorities in three areas: Equity, Diversity, and Inclusion; Communication and Engagement; and Membership. **In general, how do you see your group's work in the coming year (activities described below) connecting with these three priority areas:**

ACRL Short-Term Priorities
<p><b>1. Equity, Diversity, and Inclusion:</b></p> <p>a. What conversations will your committee continue about EDI-related initiatives? (e.g., developing programming, tools, publications, eLearning, etc.)</p> <p>b. What are some ways you could determine outcomes/impact?</p>
<p>a. The committee will continue all aspects of monitoring the fiscal health of the organization and make recommendations for change where needed.</p> <p>b. Outcomes/impact can only be realized once the Board approves recommendations. Measurable impact on member can be realized if we retain and add new members. Sales revenue with publications are also necessary.</p>
<p><b>2. Communication and engagement:</b></p> <p>a. How involved are members in the work of the committee?</p> <p>b. What ideas does your group have for helping members feel more connected to the work of the team?</p> <p>c. What kind of support might you need to improve communication and engagement?</p>
<p>a. All members of the committee contribute effectively.</p> <p>b. Volunteers for committee/working group assignments, taking minutes at meetings and idea generation discussions.</p> <p>c. No additional support is necessary currently.</p>
<p><b>3. Membership:</b></p> <p>a. How might the work of your committee support or provide value for members?</p>

Encourage participation through reporting: Info-Graphic which outlines where the membership dollars are spent.

Please complete this form for each activity that the committee plans to undertake in the 2021–2022 program year. While the form is pre-populated with ten activities, it is not required to generate ideas for all ten activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

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

Activity #1 Timeline
<b>How long will it take to do this project?</b>
continuous project assigned in charge
short-term project that will be completed this membership year
multi-year project continuing past June 30, 2022. Expected completion date: <input type="text"/>

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

The budget has impact on all the programs and services of the association. Without sound fiscal management, the Plan for Excellence would be marginalized or non-existent.  
All of the component programs are vital to the membership and funding aids in the work they do benefitting all academic libraries across the U. S. and Canada.

**Activity #1 Outline**

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

<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Budget assumptions reviewed and discussed by Budget and Finance Committee	Mid to late October 2021	B & F Committee, Executive Director, Staff Liaison	Staff Support
Draft of FY 2023 budget reviewed at ALA LibLearnX Meeting	February 2022	B & F Committee, Executive Director, Staff Liaison	Staff Support
Final review of draft budget and vote by the Committee to recommend a proposed budget to the ACRL Board of Directors	June 2022	B & F Committee, Executive Director, Staff Liaison	Staff Support

**Activity #1 Assessment**

**How will success be measured?**

Approval of proposed budget by the Board of Directors

## 2021–2022 Work Plan

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

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

Activity #2 Timeline	
<b>How long will it take to do this project?</b>	
continuous project assigned in charge	
short-term project that will be completed this membership year	
multi-year project continuing past June 30, 2022. Expected completion date:	

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



Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Review and discuss Choice financial data at ALA LibLearnX and Annual	February 2022	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff Support
Discuss new products and potential revenue streams for Choice at ALA LibLearnX and Annual	February 2022 and June 2022	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff Support

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

## 2021–2022 Work Plan

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

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

Activity #3 Timeline	
<b>How long will it take to do this project?</b>	
continuous project assigned in charge	
short-term project that will be completed this membership year	
multi-year project continuing past June 30, 2022. Expected completion date:	

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

Activity #3 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Continue to monitor the current dashboard model	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff Support

Activity #3 Assessment
How will success be measured?
On-going assessment of outcomes relative to the programs being measured

## 2021–2022 Work Plan

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

Work Plan Activity #4	
<b>Activity Name:</b>	Review and recommend dues rates for FY 2023 to the ACRL Board of Directors
<b>Brief Description:</b>	Ensure the health of the association through continuous and increased membership in all categories

Activity #4 Timeline	
<b>How long will it take to do this project?</b>	
	continuous project assigned in charge
X	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2022. Expected completion date: <input type="text"/>

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

Activity #4 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Monitor HEPI data (Higher Education Price Index)	Throughout the year	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Discuss HEPI and dues amounts at ALA LibLearnX	February 2022	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review HEPI data and possible dues amounts and develop recommendation for personal member dues for FY 2023 to the ACRL Board of Directors.	June 2022	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review organizational dues and develop recommendation to Board of Directors	June 2022	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review organizational dues and develop recommendation to Board of Directors	June 2022	ACRL Staff reports HEPI to the B & F Committee	Staff Support

Activity #4 Assessment
How will success be measured?
Board of Directors approval of the FY2023 dues recommendations

## 2021–2022 Work Plan

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

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

Activity #5 Timeline	
<b>How long will it take to do this project?</b>	
X	continuous project assigned in charge
X	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2022. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

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

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

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

## 2021–2022 Work Plan

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

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

Activity #6 Timeline	
<b>How long will it take to do this project?</b>	
	continuous project assigned in charge
X	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2022. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

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



Activity #6 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Advise the Board of Directors concerning potential transfers from the net asset balance to the Long-Term Investment Fund	June 2022	B & F Committee, Executive Director	Staff Support

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

## 2021–2022 Work Plan

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

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

Activity #7 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2022. Expected completion date: <input type="text"/>	

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

Activity #7 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Survey Committee members for availability	August/September, 2021	ACRL Staff	Staff Support
Plan activities for committee members' orientation	August/September, 2021	B & F Chair, Staff Liaison, Executive Director	Staff Support
Hold B & F committee members' orientation	Late Fall	B & F Chair, Staff Liaison, Executive Director	Staff Support
Plan orientation for new Board of Directors members	Fall 2021	B & F Chair, Staff Liaison, Executive Director	Staff Support
Hold orientation for new Board of Directors members	Fall 2021	B & F Chair, Staff Liaison, Executive Director	Staff Support

Activity #7 Assessment
How will success be measured?
Feedback from Survey of participants

## 2021–2022 Work Plan

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

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

Activity #8 Timeline	
<b>How long will it take to do this project?</b>	
continuous project assigned in charge	
X short-term project that will be completed this membership year	
multi-year project continuing past June 30, 2022. Expected completion date:	

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

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

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

## 2021–2022 Work Plan

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

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

Activity #9 Timeline	
<b>How long will it take to do this project?</b>	
	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2022. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>

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

Activity #9 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
monitor info-graphic data	Review at LLX22 meeting	B&F Committee, ACRL staff	Staff Support

Activity #9 Assessment
How will success be measured?
Review outcomes relative to membership in all categories and programs

## 2021–2022 Work Plan

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

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

Activity #10 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2022. Expected completion date: <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span>	

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



<b>Activity #10 Outline</b>			
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>			
<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Ensure the level of the net asset balance is sufficient to enable successful programming and in making recommendations to the Board of Directors.	ALA LibLearnX 2022	B&F Committee and Executive Director	Staff Support

<b>Activity #10 Assessment</b>
<b>How will success be measured?</b>
Monitor balances and ensure fiscal programming is managed within budget constraints

## 2019–20 Work Plan

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

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

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

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

Activity #11 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Review Forward Together interim report	ALA	B&F Committee and Executive Director	Staff Support
Meet with BARC liaison	ALA LLX22	B&F Committee and Executive Director	Staff Support
Review Forward Together final report	ALA Annual 2022	B&F Committee and Executive Director	Staff Support
Meet with BARC liaison	ALA Annual 2022	B&F Committee and Executive Director	Staff Support

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

## 2019–20 Work Plan

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

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

Activity #12 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2022. Expected completion date: <input type="text"/>	

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

Activity #12 Timeline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Review ACRL budget with EDI lens	ALA LLX22	B&F Committee and Executive Director	Staff Support
Review ACRL budget with EDI lens,	ALA June 2022	B&F Committee and Executive Director	Staff Support

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

## ACRL B&F LLX22 Doc 3.0

To: ACRL Budget and Finance Committee, ACRL Board of Directors  
From: Robert Jay Malone, ACRL Executive Director  
Date: Jan 12, 2022  
Re: FY21 fourth quarter budget report

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The attached spreadsheet (Doc 9.1) details the performance for Fiscal Year 2021 (Sept 2020 to Aug 2021). An executive summary and highlights of financial performance for ACRL and Choice follow. As a reminder, we consider ACRL's budget on a two-year cycle due to the ACRL Conference taking place in odd years (next conference, Pittsburgh, PA, March 14-18, 2023). Revenues are deferred until odd years and expenses are spread over two years for the Conference which, typically, create deficits in even years and surpluses in odd years. Due to the intentional spend down of the net asset balance, which was approved by the ACRL Board and ACRL Budget & Finance Committee, FY21 was projected at a deficit. 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 FY19 actual so comparisons between two budgets in ACRL conference years can be made.

### Executive Summary

Like FY20, FY21 presented challenges due to the ongoing COVID-19 pandemic. And although revenue was less than expected, expenses dropped dramatically due to a combination of staff furloughs, another PPP loan, cost savings from holding a virtual meeting, etc., which resulted with ACRL ending FY21 in stellar financial shape, with just over \$786K net or 343% better than our budgeted net. These results reflect the efforts of our extraordinary staff. I am deeply grateful for them.

ACRL TOTAL	FY21 Q4	FY21 Q4	\$ Variance	% Variance
	Actual	Budget		
Revenues	\$3,229,958	\$3,889,775	\$659,817	17%
Expenses	\$2,443,625	\$4,213,488	\$1,769,863	42%
Net	\$786,333	(\$323,713)	(\$1,110,046)	343%

### ACRL Revenues

ACRL's total revenue declined 17% from budget or -\$659,817. Large shifts were seen for the three main revenue streams:

- education (Immersion, ACRL and RBMS conferences, and licensed workshops were either moved to virtual settings or were cancelled, with revenue dropping drastically by 32% or -\$849,611. The good news is that expenses dropped significantly, as well.
- publications (revenue declined 1% or -\$19,099 slightly but given the disruptions with the pandemic and ALA moving to a new distribution center, this number was remarkably accurate), and

- membership offered a bit of good news, with revenue, largely from dues, exceeding budget by \$153,789 (33%).

### ACRL Expenses

ACRL's total expenses declined a whopping 42% from budget or -\$1,769,863. Looking broadly at our main revenue streams, the largest reductions were seen in:

- education: cancelling in-person events resulted in expenses dropping by 62% or -\$1,507,075),
- publications: expenses declined 13% or -\$408,030), and
- membership: expenses declined by 37% or -\$380,406 as Board meetings, liaison travel, annual conference programs, and other activities were curtailed due to the pandemic.

Looking at expenses through another lens, as line items, the largest reductions were in:

- Meetings and conferences expenses for ACRL and RBMS, dropped \$1,170,853, and \$79,493, respectively (e.g., facilities rental, equipment and a.v., meal functions).
- Payroll declined due to furloughs for all staff in August 2021 and the executive director position remaining unfilled while Kara Malenfant continued in the interim position. Note: As noted above, ALA received a second Paycheck Protection Program (PPP) loan in FY21 (ACRL's portion was \$283,506) which has been forgiven and is reflected in the FY21 actuals.

Because expenses declined at a greater rate than revenue, this has bolstered the net asset balance, essential for mitigating future risks and ensuring that critical business functions can continue.

	A	B	C	D	E	F	G	H	I
1		FY21	FY21	FY21	FY21	FY21	FY19*	FY19	FY19
2		Budget	Q4 Budget	Q4 Actual	\$ Variance	% Variance	Q4 Actual	\$ Variance	% Variance
3	Beginning Reserves								
4	Reserve Sept. 1: ACRL Operating	\$2,581,390	\$2,581,390	\$2,581,390	\$0	0%	\$3,430,260	(\$848,870)	-25%
5	Reserve Sept. 1: ACRL LTI	\$5,523,667	\$5,523,667	\$5,523,667	\$0	0%	\$4,956,786	\$566,881	11%
6	Reserve Sept. 1: CHOICE Operating	\$2,587,461	\$2,587,461	\$2,587,461	\$0	0%	\$2,571,980	\$15,481	1%
7	Reserve Sept. 1: CHOICE LTI	\$557,493	\$557,493	\$557,493	\$0	0%	\$538,536	\$18,957	4%
8	Total	\$11,250,010	\$11,250,010	\$11,250,010	\$0	0%	\$11,497,562	(\$247,551)	-2%
9									
10	Revenues								
11									
12	Membership								
13	Dues	\$354,335	\$354,335	\$521,102	\$166,767	47%	\$598,848	(\$77,746)	-13%
14	Standards, Licensing Fees	\$850	\$850	\$0	(\$850)	-100%	\$48,571	(\$48,571)	-100%
15	Advisory	\$42,500	\$42,500	\$43,000	\$500	1%	\$33,490	\$9,510	28%
16	Awards	\$19,600	\$19,600	\$15,900	(\$3,700)	N/A	\$20,750	(\$4,850)	-23%
17	Special Events	\$15,125	\$15,125	\$3,500	(\$11,625)	-77%	\$34,887	(\$31,387)	-90%
18	Equity, Diversity & Inclusion	\$27,090	\$27,090	\$28,000	\$910	3%	\$29,930	(\$1,930)	-6%
19	Project Outcome	\$2,500	\$2,500	\$4,288	\$1,788	72%	\$37,250	(\$32,963)	N/A
20	Subtotal	\$462,000	\$462,000	\$615,789	\$153,789	33%	\$803,726	(\$187,937)	-23%
21									
22	Publications								
23	CHOICE	\$2,382,519	\$2,382,519	\$2,327,415	(\$55,104)	-2%	\$2,435,934	(\$108,519)	-4%
24	C&RL	\$15,700	\$15,700	\$13,630	(\$2,070)	-13%	\$16,054	(\$2,425)	-15%
25	C&RL News	\$360,932	\$360,932	\$423,458	\$62,526	17%	\$613,958	(\$190,500)	-31%
26	RBM	\$26,907	\$26,907	\$27,460	\$553	2%	\$29,870	(\$2,410)	-8%
27	Nonperiodical Publications	\$262,290	\$262,290	\$251,835	(\$10,455)	-4%	\$338,897	(\$87,062)	-26%
28	Library Statistics	\$120,397	\$120,397	\$105,847	(\$14,550)	-12%	\$123,554	(\$17,706)	-14%
29	Subtotal	\$3,168,745	\$3,168,745	\$3,149,645	(\$19,099)	-1%	\$3,558,268	(\$408,622)	-11%
30									
31	Education								
32	Institutes & Liscensed Workshops	\$295,780	\$295,780	\$30,430	(\$265,350)	-90%	\$299,065	(\$268,635)	-90%
33	ACRL Conference	\$2,067,620	\$2,067,620	\$1,471,283	(\$596,337)	-29%	\$2,549,663	(\$1,078,381)	-42%
34	Preconferences & RBMS Conference	\$185,971	\$185,971	\$193,461	\$7,490	4%	\$223,245	(\$29,784)	-13%
35	Annual Conference & MW Programs	\$16,000	\$16,000	\$600	(\$15,400)	-96%	\$14,000	(\$13,400)	-96%
36	Web-CE	\$76,178	\$76,178	\$96,164	\$19,986	26%	\$103,698	(\$7,534)	-7%
37	Subtotal	\$2,641,549	\$2,641,549	\$1,791,938	(\$849,611)	-32%	\$3,189,671	(\$1,397,734)	-44%
38									
39	Special Programs								
40	Friends of ACRL-Restricted	\$0	\$0	(\$15,670)	(\$15,670)	N/A	\$0	(\$15,670)	N/A
41	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
42									
43	Total Revenues								
44	Total Revenues ACRL	\$3,889,775	\$3,889,775	\$3,229,958	(\$659,817)	-17%	\$5,115,731	(\$1,885,773)	-37%
45	Total Revenues CHOICE	\$2,382,519	\$2,382,519	\$2,327,415	(\$55,104)	-2%	\$2,435,934	(\$108,519)	-4%
46	Total Revenues ACRL & Choice	\$6,272,294	\$6,272,294	\$5,557,373	(\$714,921)	-11%	\$7,551,665	(\$1,994,293)	-26%
47									



	A	B	C	D	E	F	G	H	I
1		FY21	FY21	FY21	FY21	FY21	FY19*	FY19	FY19
2		Budget	Q4 Budget	Q4 Actual	\$ Variance	% Variance	Q4 Actual	\$ Variance	% Variance
48	<b>Expenses</b>								
49									
50	<b>Membership</b>								
51	Membership Services	\$28,130	\$28,130	\$70,174	\$42,044	149%	\$49,671	\$20,503	41%
52	Exec. Cttee. & Board	\$144,926	\$144,926	\$75,044	(\$69,882)	-48%	\$232,282	(\$157,237)	-68%
53	Advisory	\$52,844	\$52,844	\$51,954	(\$890)	-2%	\$60,706	(\$8,752)	-14%
54	Standards Distribution	\$3,753	\$3,753	\$348	(\$3,405)	-91%	\$8,592	(\$8,244)	-96%
55	Awards	\$48,160	\$48,160	\$37,628	(\$10,532)	-22%	\$48,676	(\$11,048)	-23%
56	Chapters	\$18,897	\$18,897	\$9,357	(\$9,540)	-50%	\$18,636	(\$9,279)	-50%
57	Committees	\$120,872	\$120,872	\$98,431	(\$22,441)	-19%	\$134,130	(\$35,699)	-27%
58	Sections	\$110,169	\$110,169	\$87,430	(\$22,739)	-21%	\$117,292	(\$29,862)	-25%
59	C&RL Over Revenue	\$0	\$0	\$33,082	\$33,082	N/A	\$32,209	\$873	3%
60	C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
61	Liaisons to Higher Ed. Organizations	\$28,838	\$28,838	\$16,621	(\$12,217)	-42%	\$41,205	(\$24,584)	-60%
62	Special Events	\$20,955	\$20,955	\$100	(\$20,855)	-100%	\$40,849	(\$40,750)	-100%
63	Information Literacy	\$8,076	\$8,076	\$21,927	\$13,851	172%	\$44,503	(\$22,576)	-51%
64	Scholarly Communications	\$77,871	\$77,871	\$23,924	(\$53,947)	-69%	\$155,076	(\$131,152)	-85%
65	Value of Academic Libraries	\$34,977	\$34,977	\$1,882	(\$33,095)	-95%	\$57,851	(\$55,969)	-97%
66	Government Relations	\$32,472	\$32,472	\$17,037	(\$15,435)	-48%	\$42,629	(\$25,592)	-60%
67	Scholarships	\$101,999	\$101,999	\$0	(\$101,999)	N/A	\$82,580	(\$82,580)	-100%
68	Annual Conference Programs	\$49,080	\$49,080	\$6,105	(\$42,975)	N/A	\$41,123	(\$35,018)	-85%
69	New Roles & Changing Landscapes	\$7,731	\$7,731	\$15,611	\$7,880	102%	\$42,920	(\$27,309)	-64%
70	Equity, Diversity & Inclusion	\$55,578	\$55,578	\$27,019	(\$28,559)	-51%	\$7,236	\$19,783	273%
71	Project Outcome	\$73,437	\$73,437	\$77,764	\$4,327	6%	\$247,565	(\$169,801)	-69%
72	<b>Subtotal</b>	<b>\$1,018,765</b>	<b>\$1,018,765</b>	<b>\$671,441</b>	<b>(\$347,324)</b>	<b>-34%</b>	<b>\$1,505,733</b>	<b>(\$834,292)</b>	<b>-55%</b>
73									
74	<b>Publications</b>								
75	CHOICE	\$2,370,053	\$2,370,053	\$1,990,631	(\$379,423)	-16%	\$2,420,453	(\$429,822)	-18%
76	C&RL	\$51,231	\$51,231	\$13,630	(\$37,601)	-73%	\$16,054	(\$2,425)	-15%
77	C&RL News	\$499,187	\$499,187	\$411,652	(\$87,535)	-18%	\$550,606	(\$138,953)	-25%
78	RBM	\$19,579	\$19,579	\$18,017	(\$1,562)	-8%	\$19,622	(\$1,605)	-8%
79	Nonperiodical Publications	\$236,141	\$236,141	\$255,133	\$18,992	8%	\$223,970	\$31,162	14%
80	Library Statistics	\$80,383	\$80,383	\$126,401	\$46,018	57%	\$147,932	(\$21,532)	-15%
81	<b>Subtotal</b>	<b>\$3,256,574</b>	<b>\$3,256,574</b>	<b>\$2,815,463</b>	<b>(\$441,112)</b>	<b>-14%</b>	<b>\$3,378,637</b>	<b>(\$563,174)</b>	<b>-17%</b>
82									
83	<b>Education</b>								
84	Institutes & Liscensed Workshops	\$303,138	\$303,138	\$43,321	(\$259,817)	-86%	\$293,394	(\$250,073)	-85%
85	ACRL Conference	\$1,908,030	\$1,908,030	\$737,177	(\$1,170,853)	-61%	\$2,093,753	(\$1,356,576)	-65%
86	RBMS Conference & Preconferences	\$173,716	\$173,716	\$94,223	(\$79,493)	-46%	\$203,473	(\$109,250)	-54%
87	Web-CE	\$54,583	\$54,583	\$57,671	\$3,088	6%	\$49,631	\$8,040	16%
88	<b>Subtotal</b>	<b>\$2,439,467</b>	<b>\$2,439,467</b>	<b>\$932,392</b>	<b>(\$1,507,075)</b>	<b>-62%</b>	<b>\$2,640,251</b>	<b>(\$1,707,859)</b>	<b>-65%</b>
89									
90	<b>Special Programs</b>								
91	Friends of ACRL-Restricted	\$0	\$0	(\$15,670)	(\$15,670)	N/A	\$67,820	(\$83,490)	N/A
92	Friends of ACRL-Operating	\$127,359	\$127,359	\$14,960	(\$112,399)	-88%	\$129,998	(\$115,038)	N/A
93	<b>Subtotal</b>	<b>\$127,359</b>	<b>\$127,359</b>	<b>(\$710)</b>	<b>(\$128,069)</b>	<b>-101%</b>	<b>\$197,818</b>	<b>(\$198,528)</b>	<b>N/A</b>
94									
95	<b>Unallocated Admin Expenses</b>	<b>(\$258,599)</b>	<b>(\$258,624)</b>	<b>\$0</b>	<b>\$258,624</b>	<b>-100%</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
96									
97	<b>Total Expenses</b>								
98	<b>Total Expenses ACRL</b>	<b>\$4,213,488</b>	<b>\$4,213,488</b>	<b>\$2,443,625</b>	<b>(\$1,769,863)</b>	<b>-42%</b>	<b>\$5,234,168</b>	<b>(\$2,790,543)</b>	<b>-53%</b>
99	<b>Total Expenses CHOICE</b>	<b>\$2,370,053</b>	<b>\$2,370,053</b>	<b>\$1,990,631</b>	<b>(\$379,423)</b>	<b>-16%</b>	<b>\$2,420,453</b>	<b>(\$429,822)</b>	<b>-18%</b>
100	<b>Total Expenses ACRL &amp; Choice</b>	<b>\$6,583,541</b>	<b>\$6,583,541</b>	<b>\$4,434,256</b>	<b>(\$2,149,285)</b>	<b>-33%</b>	<b>\$7,654,621</b>	<b>(\$3,220,365)</b>	<b>-42%</b>

	A	B	C	D	E	F	G	H	I
1		FY21	FY21	FY21	FY21	FY21	FY19*	FY19	FY19
2		Budget	Q4 Budget	Q4 Actual	\$ Variance	% Variance	Q4 Actual	\$ Variance	% Variance
101									
102	<b>Nets</b>								
103	<b>Total Net ACRL</b>	<b>(\$323,713)</b>	<b>(\$323,713)</b>	<b>\$786,332</b>	<b>\$1,110,045</b>	<b>343%</b>	<b>(\$118,437)</b>	<b>\$904,770</b>	<b>764%</b>
104	<b>Total Net Choice</b>	<b>\$12,465</b>	<b>\$12,465</b>	<b>\$336,784</b>	<b>\$324,319</b>	<b>-2602%</b>	<b>\$15,481</b>	<b>\$321,303</b>	<b>-2075%</b>
105									
106	<b>Membership Net</b>	<b>(\$556,765)</b>	<b>(\$556,765)</b>	<b>(\$55,651)</b>	<b>\$501,114</b>	<b>90%</b>	<b>(\$702,007)</b>	<b>\$646,356</b>	<b>-92%</b>
107	<b>Publications Net (without Choice)</b>	<b>(\$100,295)</b>	<b>(\$100,295)</b>	<b>(\$2,601)</b>	<b>\$97,694</b>	<b>-97%</b>	<b>\$164,150</b>	<b>(\$166,751)</b>	<b>-102%</b>
108	<b>Education Net</b>	<b>\$202,082</b>	<b>\$202,082</b>	<b>\$859,545</b>	<b>\$657,463</b>	<b>-325%</b>	<b>\$549,420</b>	<b>\$310,126</b>	<b>56%</b>
109									
110	<b>Operating Transfers</b>								
111	<b>ACRL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
112	<b>Choice</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
113									
114	<b>LTI Transfers, Gains, Losses</b>								
115	<b>ACRL</b>	<b>(\$81,374)</b>	<b>(\$81,374)</b>	<b>\$1,244,718</b>	<b>\$1,326,092</b>	<b>-1630%</b>	<b>(\$2,770)</b>	<b>\$1,247,488</b>	<b>-45036%</b>
116	<b>Choice</b>	<b>\$51,797</b>	<b>\$51,797</b>	<b>\$63,565</b>	<b>\$11,768</b>	<b>23%</b>	<b>\$18,957</b>	<b>\$44,609</b>	<b>235%</b>
117									
118	<b>Ending Reserves</b>								
119	<b>ACRL Mandated Operating Reserve</b>	<b>\$990,533</b>	<b>\$990,533</b>	<b>\$990,533</b>	<b>\$0</b>	<b>0%</b>	<b>\$989,273</b>	<b>\$1,260</b>	<b>0%</b>
120	<b>Reserve Aug 31: ACRL Operating</b>	<b>\$2,257,677</b>	<b>\$2,257,677</b>	<b>\$3,367,722</b>	<b>\$1,110,045</b>	<b>49%</b>	<b>\$3,311,823</b>	<b>\$55,900</b>	<b>2%</b>
121	<b>Reserve Aug 31: ACRL LTI</b>	<b>\$5,442,293</b>	<b>\$5,442,293</b>	<b>\$6,768,385</b>	<b>\$1,326,092</b>	<b>24%</b>	<b>\$4,954,016</b>	<b>\$1,814,369</b>	<b>37%</b>
122	<b>Reserve Aug 31: CHOICE Operating</b>	<b>\$2,599,926</b>	<b>\$2,599,926</b>	<b>\$2,924,244</b>	<b>\$324,319</b>	<b>12%</b>	<b>\$2,587,461</b>	<b>\$336,784</b>	<b>13%</b>
123	<b>Reserve Aug 31: CHOICE LTI</b>	<b>\$609,290</b>	<b>\$609,290</b>	<b>\$621,058</b>	<b>\$11,768</b>	<b>2%</b>	<b>\$557,493</b>	<b>\$63,566</b>	<b>11%</b>
124	<b>Total</b>	<b>\$10,909,185</b>	<b>\$10,909,185</b>	<b>\$13,681,410</b>	<b>\$2,772,225</b>	<b>25%</b>	<b>\$12,400,066</b>	<b>\$1,281,344</b>	<b>10%</b>
125									
126	* = Column G includes FY19 actuals for ACRL to reflect two-year conference budget and FY20 actuals for Choice.								

## Choice Financial Discussion FY22 3d Close Final Results

Choice finished fiscal 2021 some \$80K better than budget, with net operating income of \$93,051 on revenues of \$2,390,898 and expenses of \$2,297,847.<sup>1</sup> Fortified by the allocation of an additional \$322,388 in Paycheck Protection Program funds to our unit, Choice ended the year with total net revenue of \$415,439, increasing our reserves to \$3,002,900.<sup>2</sup>

FY21 Third Close							
CHOICE 404	Budget (Year)	Actual YTD	Var	% Budget	Prior YTD	Var	% Prior
Beginning Net Assets	0	2,587,461	2,587,461	#DIV/0!	2,571,980	15,481	0.60%
TOTAL REVENUES	2,382,519	2,390,898	8,379	0.4%	2,435,931	(45,033)	-1.85%
Total Expenses before OH/Taxes	2,050,427	1,974,071	76,356	3.7%	2,068,444	94,373	4.56%
Contribution Margin	332,092	416,827	84,735	25.5%	367,487	49,340	13.43%
Overhead	315,686	298,491	17,195	5.4%	322,761	24,270	7.52%
Allocations (575 Main St)	3,940	25,285	(21,345)	-541.8%	29,248	3,963	13.55%
Tax	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL EXPENSES	2,370,053	2,297,847	72,206	3.0%	2,420,453	122,606	5.07%
Net Revenue/(Expense) from Ops	12,466	93,051	80,585	646.4%	15,478	77,573	501.18%
PPP allocation	0	322,388	322,388	#DIV/0!	0	322,388	#DIV/0!
Net Revenue/(Expense)	12,466	415,439	402,973	3232.6%	15,478	399,961	2584.06%
Ending Net Asset Balance	12,466	3,002,900	2,990,434	23988.7%	2,587,458	415,442	16.06%

### Revenues

Choice FY21 revenues met budget but fell by 1.85% over prior year. Among our three principal revenue streams (subscriptions, royalties, advertising and sponsored content), only advertising and sponsored content (ASC) beat both budget and prior year. Despite this strong performance, a year-over-year decline in subscription revenue largely offset these gains and led to full-year unit revenues falling some \$45K below last year. Principal reasons for this are discussed below.

FY21 Third Close							
404 UNIT REVENUES							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
FY21 Operations							
Subscriptions	1,224,479	1,085,314	(139,165)	-11.37%	1,208,900	(123,586)	-10.22%
Advertising/Sponsored Content	597,472	777,805	180,333	30.18%	670,500	107,305	16.00%
Royalties	501,568	476,066	(25,502)	-5.08%	505,219	(29,153)	-5.77%
Other \$	59,000	51,713	(7,287)	-12.35%	51,312	401	0.78%
Total Revenue	2,382,519	2,390,898	8,379	0.35%	2,435,931	(45,033)	-1.85%

### Advertising and Sponsored Content (including webinars)

<sup>1</sup> All figures in this report are taken from the third close of FY21 financial results. Minor changes can be expected from the fourth and final close when it is published by ALA Finance in late January.

<sup>2</sup> For more on the disposition of the PPP grant, see below, s.v., Expenses

In fiscal 2013 “space” and banner ads in *Choice* magazine and *Choice Reviews* made up 88% of unit advertising revenue. In fiscal 2021, space and banner ads in these same publications amounted to no more than 23%. Two factors, both influenced by the dominant role technology has come to play in publishing and libraries, account for this difference: (1) a dramatic decline in advertiser interest in traditional “space” (print) and banner (digital) advertising industrywide, and (2) the concomitant growth of our webinar, podcast, and white paper programs, collectively labeled “sponsored content” as they rely on sponsorships and underwriting by publishers for their existence.

For advertisers, the advantages of sponsored content are obvious: the opportunity for greater and more meaningful engagement with customers and the depth of information afforded by customer analytics. No wonder then that between FY13 and FY21 our sponsored-content revenue grew from \$68K to \$597K, while space and banner advertising shrank, from \$485K to \$179K. As subscription revenue continues to fall (see below) and publisher interest in traditional forms of advertising wanes, the growth of our sponsored content programs suggests a new role for Choice and a changed business model as we respond to market forces.

Spurred by these forces, print advertising in *Choice* magazine, which in FY13 was over \$433K, fell this past year to \$136K (net). *Choice Reviews* banner advertising actually beat budget . . . on paper . . . but only because advertising revenue from Choice360.org—and from Toward Inclusive Excellence (TIE) in particular—was charged here, there being no project specifically associated with C360 under which to record the revenue in FY21. (Beginning this year, Choice360 has its own project (3919), allowing us to track revenues versus expenses in a more disciplined manner.)

Clearly the dominant element in advertising revenue in FY21, and thus the most significant factor in our overall financial performance as a unit, was the continued growth of our webinar program, which grossed \$300K (OK, \$299,450) for its 43 (!) webcasts. Collectively, these webcasts garnered 48,145 registrations and 24,063 “attendances,” a 35% increase over FY20. After payment of sales commissions and the 15% royalty (\$44,918) we pay to ACRL for cobranding, the webinar program netted Choice \$266,534, some \$114K (75%) ahead of budget. But webinars were not the only outperformers in our content marketing portfolio. White papers accounted for \$48K in gross sales, 20% ahead of budget; podcasts, \$36.5K, 22% above budget; and newsletters and eblasts, \$244K, over 50% ahead of budget.

By any measure, then, advertising and sponsored content had a spectacular year, bringing in \$778K, some 33% of total unit revenues. Equally satisfying, during FY21 our total advertising program grew 16% over prior year.

FY21 Third Close							
ADVERTISING & SPONSORSHIPS (net)							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	191,000	135,914	(55,086)	-28.84%	220,610	(84,696)	-38.4%
Choice Reviews	28,650	43,143	14,493	50.59%	58,469	(15,326)	-26.2%
Content Marketing	219,650	330,560	110,910	50.49%	204,196	126,364	61.9%
ccAdvisor	5,969	1,654	(4,315)	-72.29%	6,418	(4,764)	-74.2%
Subtotal	445,269	511,271	66,002	14.82%	489,693	21,578	4.4%
Webinars (net of commissions and royalties)	152,203	266,534	114,331	75.12%	180,807	85,727	47.4%
TOTAL ADVERT & SPONSHIPS	597,472	777,805	180,333	30.18%	670,500	107,305	16.0%

## Subscriptions

Choice subscription revenue derives principally from the sale of our review products, *Choice Reviews*, *Choice* magazine, and *Reviews on Cards*, supplemented by income from *Resources for College Libraries* and *ccAdvisor*. These products all support the evaluation, development, and curation of library collections, activities now dominated by library software, with the result that the use of reviews, in particular, is increasingly peripheral to these processes. There is no better indication of this than to look at the revenues generated by our review products, which in the past nine years have fallen by 32%. Since our products have no direct competition, these declines cannot reasonably be attributed to the existence of superior resources available elsewhere. No, in point of fact, the use of reviews for collection development is now a legacy function with seemingly little or no growth potential.

For FY21 subscription revenue was \$1,085,314, some 11% below budget and roughly 10% below prior year, continuing a decade-long decline in this, what was once the mainstay of our business. (For FY23, our preliminary budget shows advertising pulling within \$115K of subscriptions. Compare this to FY13, when subscriptions outpaced advertising by over \$950K.) Magazine revenue fell 25% over prior year, and Cards, 13%. *Choice Reviews*' year-over-year performance, however, is anomalous, a modest gain. This is an accounting issue only, having to do with the timing of revenue recognition for that product. I pointed out to ALA Finance that a 3% year-over-year increase in revenue on declining circulation of 11% strained credulity, but there was no response, so we are saddled with the contradiction.

*Resources for College Libraries* (RCL) revenue was budgeted to increase on the strength of the relaunch of ProQuest's *Bowker Book Analysis System* (BBAS), which is sold with the option to bundle RCL. To date, the relaunched BBAS has garnered eleven new subscriptions, so it is no understatement to say that this growth has yet to materialize. Finally *ccAdvisor* revenues were depressed by the failure of our share (\$27K) of subscription fees from the Center for Research Libraries to arrive in time to be credited to FY21.

FY21 Third Close							
SUBSCRIPTIONS							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	347,724	301,761	(45,963)	-13.22%	413,039	(111,278)	-26.94%
Choice cards	74,013	63,807	(10,206)	-13.79%	74,101	(10,294)	-13.89%
Subtotal Choice Print	421,737	365,568	(56,169)	-13.32%	487,140	(121,572)	-24.96%
Choice Reviews	625,242	590,636	(34,606)	-5.53%	572,901	17,735	3.10%
Total Choice	1,046,979	956,204	(90,775)	-8.67%	1,060,041	(103,837)	-9.80%
ccAdvisor	37,500	14,719	(22,781)	-60.75%	26,577	(11,858)	-44.62%
Resources for College Libraries	140,000	114,391	(25,609)	-18.29%	122,282	(7,891)	-6.45%
<b>TOTAL SUBSCRIPTIONS</b>	<b>1,224,479</b>	<b>1,085,314</b>	<b>(139,165)</b>	<b>-11.37%</b>	<b>1,208,900</b>	<b>(123,586)</b>	<b>-10.22%</b>

### Licensing

Royalties for licenses to use Choice and RCL content on third-party platforms finished the year some 5% below budget and 6% below prior year. However, continued difficulties in recording receivables at ALA Finance may be responsible for the shortfalls, as we are unable to reconcile certain of our own accounts against those of ALA. Despite these relatively minor inconsistencies, amounting to no more than \$25K, licensing continues to be a stable revenue stream, closely tied to the revenues derived from the online platforms of the major firms that offer them (ProQuest, EBSCO, Baker & Taylor).

FY21 Third Close							
LICENSING							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice	11,300	403	(10,897)	-96.43%	680	(277)	-40.74%
Choice reviews	480,268	465,663	(14,605)	-3.04%	486,539	(20,876)	-4.29%
Resources for College Libraries	10,000	10,000	0	0.00%	18,000	(8,000)	-44.44%
<b>TOTAL LICENSING</b>	<b>501,568</b>	<b>476,066</b>	<b>(25,502)</b>	<b>-5.08%</b>	<b>505,219</b>	<b>(29,153)</b>	<b>-5.77%</b>

### Other Revenue

The core source of Other Revenue, the sale of remaindered (unreviewed) books, was an early victim of the pandemic. During the first months of the crisis (March to June 2020) the flow of books from publishers to our offices virtually ceased, followed by a reluctance on the part of our usual buyers to visit Choice and select unreviewed books for purchase. The result was that FY20 book sales fell \$48,277 below budget and an almost equal amount below prior year. During FY21, deliveries from publishers rebounded slightly but sales remained flat, amounting to no more than \$39,672. That and the \$12K affiliate fee paid by EBSCO for book titles uploaded to GOBI directly from *Choice Reviews* account for virtually all of the \$51,713 recorded as Other Revenue.

### Expenses

Expenses came in below budget in every category except Outside Services, which recorded unbudgeted expenses for Toward Inclusive Excellence while at the same time failing to benefit from the scheduled payment of \$22K for reimbursement of RCL editorial expenses, which arrived too late to be accrued for FY21. Careful cost discipline, the elimination of all travel and conference exhibits, and four weeks of furlough (tantamount to pay cuts of 7.7%) combined to bring our direct spending in almost \$60K better than budget and a full \$96K better than prior year.

Finally, careful readers will notice a discrepancy between the Payroll line shown on the table below and that on the ALA Performance Report. That report shows payroll of \$1,153,407, \$322,388 below the \$1,475,795 shown here. That difference is the Payroll Protection Plan allocation, which on the ALA report is shown as a (negative) payroll expense—making it part of our operating budget. Of course, the PPP monies are not part of our direct spending at all, and including them as such is misleading. So for the purposes of this report, in order to show our real expenses and true operating income, the PPP monies have been moved “below the line,” as shown on the table at the head of this report.

FY21 Third Close							
EXPENSES	Budget YTD	Actual YTD	Var	Variance %	Prior Year	Var to Actual	Variance %
Payroll and Related	1,511,776	1,475,795	35,981	2.38%	1,508,575	32,780	2.17%
Outside Services	66,831	116,425	(49,594)	-74.21%	86,062	(30,363)	-35.28%
Travel and Related	14,709	219	14,490	98.51%	10,271	10,052	97.87%
Meetings and Conferences	12,697	0	12,697	100.00%	1,250	1,250	100.00%
Publication-related	266,385	259,216	7,169	2.69%	274,467	15,251	5.56%
Operating	216,910	178,321	38,589	17.79%	245,416	67,095	27.34%
<b>TOTAL DIRECT EXPENSES</b>	<b>2,089,308</b>	<b>2,029,976</b>	<b>59,332</b>	<b>2.84%</b>	<b>2,126,041</b>	<b>96,065</b>	<b>4.52%</b>

### The Bottom Line

During FY21, Choice delivered \$298,491 to the ALA general fund.





## **FY2023 Budget Assumptions**

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 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 will discuss the draft assumptions on November 2, 2021, and any recommendations will be incorporated before they are sent to the ACRL Board. The full Board will have an opportunity to give asynchronous input and the Executive Committee will review, suggest revisions as needed and approve the assumptions below at its 2021 Fall Executive Committee Meeting on November 9, 2021. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY23 budget for review by the Budget and Finance Committee at their winter meeting (anticipated near or during the 2022 ALA's LibLearnX, January 21-24).

### **General Overview: The economic climate and U.S. higher education**

As ACRL begins to prepare its FY23 budget, the economic outlook is still largely influenced by the effects of the ongoing COVID-19 pandemic. During April to June 2020, the US economy took one of its worst downturns at a rate of -32.9%<sup>1</sup>. For the year over year comparison in 2020, the US and world GDP's decreased by 3.5%<sup>2, 3</sup>. The economy began to rebound from this initial shock in late 2020 and continues to rebound in 2021. Global GDP growth is projected by the International Monetary Fund at 5.9%<sup>4</sup>, World

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<sup>1</sup> 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>.

<sup>2</sup> Martin Crutsinger, "US economy shrank 3.5% in 2020 after growing 4% last quarter," *The Associated Press*, January 28, 2021, <https://apnews.com/article/us-economy-shrink-in-2020-b59f9be06dcf1da924f64afde2ce094c>.

<sup>3</sup> Eduardo Levy Yeyati and Federico Filippini, "Social and economic impact of COVID-19." *Brookings*, June 8, 2021, <https://www.brookings.edu/research/social-and-economic-impact-of-covid-19/>.

<sup>4</sup> International Monetary Fund, "Global recovery continues, but the momentum has weakened and uncertainty has increased," October 2021, <https://www.imf.org/en/Publications/WEO/Issues/2021/10/12/world-economic-outlook-october-2021>.

Bank at 5.6%<sup>5</sup>, and Organization for Economic Co-operation and Development at 5.7%<sup>6</sup>. This projected turnaround is partly due to a global response by the World Health Organization, as well as legislation, such as the US's CARES Act and Canada's COVID-19 Economic Response Plan. Despite global inequities for vaccine access, with a 3.07% vaccination rate in low-income countries versus a 60.18% in high-income countries, more than 5.5 billion doses have been administered worldwide.<sup>7</sup> As the global pandemic continues into its second year, it is expected that its effects will be longstanding and a full recovery may take years, and will depend on a number of factors, such as the potential proliferation of new variants and the global response to supply chain disruptions.

Like the world economy, higher education is rebounding but not without uncertainty. To fully understand higher ed'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.<sup>8</sup> *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."<sup>9</sup> 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."<sup>10</sup> Despite public perception, it is estimated that, "the financial impact of the pandemic on students and institutions would total at least \$120 billion."<sup>11</sup> Higher ed is considering and has implemented a number of cost savings measures, including tuition discounts to increase student enrollment and overall revenue, borrowing from endowments, and seeking additional federal and state funding.

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<sup>5</sup> The World Bank, "Global Economic Prospects," June 2021, <https://www.worldbank.org/en/publication/global-economic-prospects>.

<sup>6</sup> OECD, "OECD Economic Outlook, Interim Report: Keeping The Recovery On Track," September 2021. <https://www.oecd.org/economic-outlook/>.

<sup>7</sup> United Nations, "COVID vaccines: Widening inequality and millions vulnerable," September 19, 2021, <https://news.un.org/en/story/2021/09/1100192>.

<sup>8</sup> 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.

<sup>9</sup> 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.

<sup>10</sup> 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.

<sup>11</sup> Kery Murakami, "Colleges: Financial Toll of Coronavirus Worse Than Anticipated," September 29, 2020. Accessed September 29, 2020. <https://www.insidehighered.com/quicktakes/2020/09/29/colleges-financial-toll-coronavirus-worse-anticipated>



It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.”<sup>12</sup> In the last ten years, state funding has decreased by \$9 billion when adjusted for inflation, and “state appropriations per full-time student have fallen from an inflation-adjusted \$8,489 in 2007 to \$7,642 in 2017.”<sup>13</sup> Decreased state funding is a trend, as 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. Without considering inflation, state fiscal support for 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>14</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>15</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>16</sup> Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise<sup>17</sup>. Further complicating state funding decreases is the America’s College Promise Act of 2021, which proposes free community college for more than nine million students. If this legislation is passed, many states will need to increase institutional funding in order to participate in the program.<sup>18</sup> In the coming year, there will be a greater need for coordinated advocacy from ALA, ACRL and other higher education associations for funding at the state level for public institutions.

Enrollment data during the pandemic is pending, but total enrollment in degree-granting postsecondary institutions decreased by 5 percent from 2009 to 2019, from 17.5 million to 16.6 million students.<sup>19</sup> Between 2019 to 2029, the National Center for Education Statistics (NCES) projects that enrollments will

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<sup>12</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-isnt-bouncing-back/>.

<sup>13</sup> Jon Marcus, “Most Americans don’t realize state funding for higher ed fell by billions,” *PBS News Hour*, February 26, 2019, <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>.

<sup>14</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>15</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>16</sup> *Ibid.*

<sup>17</sup> *Chronicle of Higher Education* (2019) *Beyond Budgets*, <https://connect.chronicle.com/ByndBdgtRT19>

<sup>18</sup> Emma Whitford, “States Will Need to Pony Up for Biden’s Free College Plan,” *Inside Higher Ed*, September 28, 2021. <https://www.insidehighered.com/news/2021/09/28/free-community-college-plan-requires-states-funding>

<sup>19</sup> U. S. Department of Education: National Center for Education Statistics, “Undergraduate Enrollment,” (May 2021. Accessed October 14, 2021. <https://nces.ed.gov/programs/coe/indicator/cha>

increase 2.64%, from 16.6 million to 17.0 million.<sup>20</sup> These numbers are somewhat disjointed with high school graduation rate projections, which show the number of high school graduates peaking at 3.9 million in 2025, then declining to 3.5 million in 2037.<sup>21</sup> Further analysis on higher education trends is needed to understand NCES's projected increase against decreasing high school enrollment data.

### Economic climate and academic libraries

Before and during the pandemic, 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 to NCES data, 53 postsecondary institutions closed in 2020, 236 in 2019, 86 in 2018, 112 in 2017.<sup>22</sup> The pool of potential academic librarians as evidenced by MLIS degrees awarded drastically declined 37%, from 7,729 in 2011 to 4,843 in 2017, but has since increased slightly at 6.63%, from 4,843 in 2017 to 5,164 in 2019.<sup>23</sup> Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.<sup>24, 25</sup> The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 9% increase job outlook, which is in line with the job outlook for all occupations.<sup>26</sup> 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 1/3 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.<sup>27</sup>

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<sup>20</sup> U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 14, 2021. [https://nces.ed.gov/programs/digest/d20/tables/dt20\\_303.70.asp](https://nces.ed.gov/programs/digest/d20/tables/dt20_303.70.asp)

<sup>21</sup> Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates through 3037," Accessed October 14, 2021. <https://knocking.wiche.edu/executive-summary/>

<sup>22</sup> U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 14, 2021. [https://nces.ed.gov/programs/digest/d20/tables/dt20\\_317.50.asp?current=yes](https://nces.ed.gov/programs/digest/d20/tables/dt20_317.50.asp?current=yes)

<sup>23</sup> U. S. Department of Education: National Center for Education Statistics, "Master's degrees conferred by postsecondary institutions, by field of study," Accessed October 14, 2021. [https://nces.ed.gov/programs/digest/d20/tables/dt20\\_323.10.asp?current=yes](https://nces.ed.gov/programs/digest/d20/tables/dt20_323.10.asp?current=yes)

<sup>24</sup> Stephanie L. Maatta, "Placements & Salaries 2013: Explore All the Data." *Library Journal*, October 17, 2013, accessed September 24, 2020. <https://www.libraryjournal.com/?detailStory=explore-all-the-data-2013>

<sup>25</sup> Suzie Allard, "Jobs by Region: Placements & Salaries 2019." *Library Journal*, October 10, 2019, accessed September 24, 2020, <https://www.libraryjournal.com/?detailStory=Jobs-By-Region-Placements-Salaries-2019>

<sup>26</sup> Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians, accessed October 14, 2021, last modified date September 8, 2021, <https://www.bls.gov/ooh/education-training-and-library/librarians.htm>

<sup>27</sup> 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>

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.<sup>28, 29</sup> Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, and support library and association programs. Because "the current model of large publishers dominating scholarly publishing and inflation grinding down library budgets continues,"<sup>30</sup> tighter library budgets could mean less funding for staff development (e.g., association membership, continuing education) or sponsorship of library association programs.

The impact of the pandemic, along with the pre-pandemic trend of the continued state of lower funding and a consolidation in the marketplace, will affect ACRL's FY23 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. Gross revenues for consulting were below budget due to fewer than expected clients in the 4<sup>th</sup> quarter of FY19, but the 1<sup>st</sup> quarter of FY20 was off to a busy start. In FY19, webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget. In September 2020, the ACRL 2021 Conference planned for April 2021 was canceled as an in-person event and was held as a virtual conference around the same dates. Based on FY21 reports, the virtual ACRL 2021 Conference was a programmatic and financial success, with the project net performing better than budget. This performance is due to online conferences paying half the overhead rate per the ALA Operating Agreement (50% rather than 100%), as well as cost savings for meal functions, transportation, equipment rental, and other expenses associated with an onsite event.

The FY23 budget will include traditional revenue streams (e.g., non-serial publications, ad sales, webinars). ACRL staff will continue to adapt to a post-pandemic environment by further exploring virtual offerings, when needed, for in-person events (e.g., ACRL Conference, RBMS Conference, RoadShows). ACRL staff will continue to look for new entrepreneurial ideas and revenue streams and consider cost savings throughout the year. As part of ALA's five-year pivot strategy<sup>31</sup>, FY23 is planned to be the second net neutral year for the organization. Strategies for ALA to achieve a net neutral by FY23 include a new revenue stream (data services), the rollout of the LibLearnX event, and testing public markets for Annual Conference.

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<sup>28</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>29</sup> 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/>

<sup>30</sup> 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

<sup>31</sup> ALA Executive Board Doc FALL EBD 12.1.1 Five-Year Pivot Plan. <http://www.ala.org/aboutala/sites/ala.org/aboutala/files/content/governance/ExecutiveBoard/20202021Docs/ebd%2012.1.1%20ALA%20Pivot%20Strategy.pptx>

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 been reduced to \$3,247,098 (FY21 August preliminary close) through investments in strategic initiatives.

Even though the preliminary FY21 results are showing strong performance, it still should be expected that, going forward, the ACRL Board and Budget & Finance Committee will need to take a much harder look at any proposed new expenditures, as ACRL would need increased revenue streams (e.g., more members joining, increasing book sales, or projected growth for conference and professional development registrations) to support potential requests for increased or new expenditures. 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 and the Core Commitment to Equity, Diversity, and Inclusion through strategic investments from ACRL's net asset balance and the annual endowment transfer. It is important to note that the net asset balance (beginning reserve level for FY23 is expected to be \$1,520,188 per the FY22 budget) is moving closer to the mandated operating reserve amount of \$952,599. Ensuring that the net asset balance stays within the mandated operating reserve is another motivating factor for the Board and Budget Committee to carefully monitor expenses in FY23.

Because ACRL works to stay above the mandated operating reserve while still investing strategically in member programs and services, it will cease transfers to its long-term investment fund. 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 (Project 3200) 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 outstanding performance of the virtual ACRL 2021 Conference, ACRL did not take the budgeted LTI interest transfer in FY21. The FY23 budget will include an interest transfer of \$135,000 from the endowment to the operating budget.

## Choice FY23 Budget Assumptions

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### Business Environment

The changing character of Choice is something that has been liberally remarked upon in previous budget assumption documents, but the topic bears briefly revisiting here as so much of our budgeting is based on our evolution as a publishing unit.

Over the past decade the historical core of Choice's publishing program—reviews of new academic monographs—has gradually eroded as the use of reviews in the collection-development process succumbed to the twin forces of technological innovation and the tightening of materials budgets. Indeed, the collection-development function itself no longer occupies the central position it once commanded in many academic libraries. As a result, since 2009, combined circulation of *Choice* magazine and *Choice Reviews* has declined by almost 60%, from 3,500 the year of the Great Recession to 1,525 today, an average (CAGR) of about 7% a year. Latterly, the COVID-19 pandemic has exerted accelerating downward pressure on circulation and revenue. By the end of FY21, *Choice* magazine earned income was off 27% from a year ago; cards, 14%; and *Choice Reviews*, 5%. Compare these, then, to the more typical year-over-year declines of 10%, 7%, and 4% from FY18 to FY19.

The decline in the use of reviews has affected other parts of our business as well. Choice reviews generate two other streams of revenue: in-publication advertising and royalties from the licensing of reviews to publishers, aggregators, and purchasing platforms. These too are under stress. Since fiscal 2013, in-publication revenues—space ads in the magazine and banner ads in the database—have shrunk by 70%, while royalties have declined by a statelier 22%, from \$640K in FY13 to about \$500K in this year's budget.

Recognizing these trends, in recent years we have been vigorously working to create alternate sources of revenue, based not on reviews but on sponsorships of newsletters, podcasts, and webinars and the underwriting of white papers. During the same period that traditional advertising was shrinking by almost three-quarters, these sponsored-content initiatives grew steadily, from a scant \$70K in FY13 to a budgeted \$560K this year. Webinar sponsorships alone have generated gross revenue of over \$1.3MM since the inception of the program in FY13.

The rise in sponsorship revenue is an important indicator of a larger trend at Choice: the development of an audience outside of the collection-development space, an audience eager to consume Choice content in formats and on platforms far removed from reviews. While review-based readership has fallen, we have been amassing a readership of far greater size and diversity around our media-intensive sponsored programs. Consider these engagement figures from the year just finished:

- Choice360 page views: 352,768
- Choice newsletter subscriptions: 19,435

- Unique newsletter subscribers: 7,903
- Webinar registrants: 48,145 (43 webinars)
- Webinar attendees: 24,063
- Webinar screenings on the Choice Media Channel (YouTube): 173,905
- The Authority File podcasts: 15,633 downloads
- White paper downloads: 6,296 (cumulative, 8 reports)

So, as fiscal 2022 gets underway, Choice presents two faces to the outside world: the one, as a publisher of workflow tools supporting the traditional collection-development process; the other, as a producer of a media portfolio engaging an audience of approximately 60,000, roughly five times as large as that for its traditional products. Herein lies our dilemma. Despite the phenomenal success of our media program (a success admittedly contingent upon the business plans of our advertisers and sponsors), the former remains the mainstay of our business, bringing in \$1.7MM, or 76% of budgeted FY22 unit revenues. The sponsored-content/media portion of the business will generate only 24% of that, some \$525K.

**PROQUEST:** Leaving aside these broader market trends, perhaps no single factor has the potential to influence budget planning for FY23 and beyond as much as the impending \$5.5B (!) acquisition of ProQuest by Clarivate. ProQuest is a major contributor to all three revenue streams at Choice: subscriptions, through their co-publication of *Resources for College Libraries*; royalties, through four separate agreements for the licensing of our content on ProQuest platforms; and advertising, for their robust participation in our webinar program. (In FY21, ProQuest sponsored thirteen webcasts, 30% of our total program.) Over the past three years, revenue from these sources has averaged almost \$600K a year, about 24% of our total annual revenue.

With so much of our business in thrall to a third party, any changes in the ownership of that party have the potential to have a serious impact on revenues. It is far too early to know in what direction the acquisition will take ProQuest. Clarivate is heavily invested in the sciences, with research and scientific publishers as major players in its ecosystem. ProQuest's business is squarely directed toward academic libraries. Will the "merger" strengthen both vectors or deflect one in favor of the other? Will a singular strategic focus and the anticipated \$100MM in cost synergies drive the removal of properties deemed "non-core"? What impact will the acquisition have on ProQuest's major competitor, EBSCO, with whom we enjoy a lesser but still important business relationship? Facing the enormous concentration of discovery and workflow tools represented by the deal, and its implications for further consolidation of the content and enterprise software industries, EBSCO might well be looking for a strategic buyer itself. Way too soon to tell, although each of these issues has the potential to disrupt Choice. (A useful first take on the acquisition can be found in Roger Schonfeld's comments in *The Scholarly Kitchen* (<https://scholarlykitchen.sspnet.org/2021/05/18/clarivate-to-acquire-proquest/>)).

The timing of the acquisition is also an issue. As of this writing, the deal is still under *pro forma* review at the FTC, which will probably delay the close until at least the end of the calendar year

(<https://www.publishersweekly.com/pw/by-topic/industry-news/industry-deals/article/87120-clarivate-purchase-of-proquest-extended.html>). Even then, a wholesale pivot in business strategy or significant changes to organizational structures at the unit level are unlikely to be implemented during the remainder of our fiscal year, and obviously, in the midst of a \$5.5B acquisition, the vicissitudes of a \$600K relationship with a small library publisher will not be on anyone's radar, at least at first. But given our level of dependence upon ProQuest, we will be watching carefully throughout the next twelve months for clues as to changes in their plans.

\* \* \*

Given these environmental factors, below please find a discussion of major revenue and expense assumptions for FY23.

### Strategic Realignment

In response to the problems in our traditional business, Choice is now pursuing a strategic realignment of its publishing program, the goal of which is to reduce our dependence upon reviews and to allocate greater resources to the creation of new, more timely and important content. This new content will consist of a congeries of articles, blogposts, topical newsletters, webinars, and podcasts organized around *topics*, or, as we like to say, distributed among “content verticals.” The content will be made available on Choice360, will be largely supported by corporate underwriting, and will be directed toward a broad readership consisting of library professionals, scholars, instructors, and researchers—in short, the entire academic library community.

The undertaking is more than simply a plan. March of 2021 saw the launch of the first of these content verticals, Toward Inclusive Excellence™ (TIE, <https://www.choice360.org/toward-inclusive-excellence/>). Under the general editorship of Alexia Hudson-Ward, Associate Director for Research and Learning at the MIT libraries, the program explores issues of equity, diversity, and inclusion, particularly, though not exclusively, as they affect the academic library community. As of mid-October, we have published thirty blog posts on such disparate topics as trans-inclusion in DEIA, medical experimentation on people of color, and critical race theory. In addition to this, we have hosted interviews with Martha Jones on the history of banned books in the United States and with Steven S. Jones on his *A Letter to My White Friends and Colleagues*. Earlier in the summer, Hudson-Ward joined a panel of her colleagues in the first TIE webinar, a discussion of equitable staffing models in the post-pandemic landscape.

Budgeting for this and future programs currently under discussion is now grouped under a new budget project, 3919, with underwriting revenues charged to Advertising (line 4143) and expenses (editor and contributor honoraria) to Professional Services (line 5110). See below s.v., Choice360 for more information.

## Subscription Products

**NATIVE CHOICE PRODUCTS:** Yet despite tectonic shifts in our business environment, our native subscription products, reviews of new academic monographs, continue to form the core of our publishing program, providing over a million dollars annually in subscription revenue. During FY21 year-over-year cash receipts fell 29%, 33%, and 10% for the magazine, cards, and database, respectively, provoked in part by cuts to library budgets in the wake of the COVID-19 pandemic. Of course, these declines are not fully reflected in the performance reports, as the finances of any subscription business are governed by the rules of accrual accounting, in which revenues are recognized (“earned”) when a good or service is delivered rather than when cash is received from the subscriber. For accounting purposes, our subscription revenues are recognized in one-month increments over the term of a twelve-month subscription. The result is to effectively “buffer” even a sudden downturn in renewals, as revenue continues to be recognized at a constant rate (1/12<sup>th</sup>) for subscriptions acquired prior to the downturn. But of course, a sharp year-over-year fall in cash such as we saw in fiscal 2021 will inevitably be reflected in revenue performance further down the road, as the earned income figures in the Business Environment section above attest, and thus is a critical factor in our assumptions around the FY23 budget.

Far and away the majority of our subscriptions come from one subscription agent, EBSCO, which brings us a large number of batched subscriptions in November and December of each year and hence a large infusion of cash. Typically, these account for between 30% and 33% of total annual cash received for *Choice Reviews* and some 55% to 60% of *Choice* magazine subscriptions. So it is the November and December cash receipts that will provide us with our first real look at subscription revenues over the next year or so. From these we will be able to make a more informed judgment about calendar 2022, as renewal rates are a reliable indicator of future revenue.

For its part, our *Reviews on Cards* continues to generate high-margin income despite its admittedly anachronistic format. That said, *Card* subscriptions have not been immune to the historical trend. Circulation was down 22% in FY21, and we expect continued declines of this magnitude in FY23.

**RESOURCES FOR COLLEGE LIBRARIES:** Subscription revenue from *Resources for College Libraries* arrives quarterly as a percentage (30%) of sales made by our partners at ProQuest, and since we are effectively the “author,” not the publisher, of the work, *that* revenue is considered earned when we receive it. But as the putative “author,” we have little visibility, and even less influence, over RCL sales, which are handled by a dedicated sales force at ProQuest. For FY21, the *Choice* portion of subscription revenues fell to an estimated \$110K, attesting to the fact that declines in subscription revenue are not unique to *Choice*.

Writing in October of 2021, we await the possibility that RCL sales will rebound this year with the relaunch of ProQuest’s Bowker Book Analysis System (BBAS), in which RCL data plays a major role and



for which we receive the standard revenue share of 30%. If it does, that growth will be reflected in the FY23 budget.

**CCADVISOR:** Launched in September of 2017, *ccAdvisor* was our attempt to enlarge our readership base by publishing high-quality, peer-reviewed reviews of digital resources, and to do so on a scale and with a depth of coverage not possible in the format of *Choice*. For this we partnered with The Charleston Company, the highly respected publisher of *The Charleston Advisor* in print, in the shared conviction that the creation of a companion digital product, built on the infrastructure of *Choice Reviews* and offering all the benefits of a continuously updated database, would lead to a migration of print subscribers and overall growth in both circulation and revenue. Under our agreement, *Choice* and The Charleston Company share both revenue and expenses equally.

Now, after four years of publication, it has become clear that the anticipated growth in circulation has not—and will not—take place, nor have advertising revenues performed at projected levels. Even the outsourcing of the sales effort to the large and highly professional sales team at EBSCO three years ago failed to yield significant new business. Overall, 85% of CCA revenues derive from a single consortial subscription with the Center for Research Libraries. As a result, and following discussions with The Charleston Company, as of October of this year we are no longer accepting new or renewal subscriptions for *ccAdvisor*. The existing subscriptions, all but one of which expire by the conclusion of FY22, will continue to be supported through the end of the fiscal, after which the site will be depreciated. The fiscal 2023 budget, therefore, will contain no revenue or expenses for this product line, and any remaining undepreciated capital expenses will be written down.

### Third-party Licenses

Our licenses with the major platform providers and aggregators provide us with a fairly reliable stream of income. In recent years ProQuest, the largest of our licensees, has been regularly reducing the amount it is willing to pay for using *Choice* reviews in *Books in Print* and *Syndetics*, and those losses, along with the loss (\$108K) of the ProQuest Intota license when that product failed in the marketplace, account for the lion's share of the decline in royalty revenue since 2013. We see no losses on that scale from other sources in the near term.

Nonetheless, it is worth pointing out that these assumptions do not include drastic, unanticipated losses in royalty income that might yet result from the COVID-19 pandemic. While COVID has certainly subjected subscription revenues to additional stresses, it would take cancellations on the part of hundreds of libraries to equal the loss of even one major licensee. The probability of this type of sudden, wholesale loss is small and has not been factored in our assumptions for FY23, but it cannot be ruled out entirely.

## Advertising and Sponsorships

**TRADITIONAL ADVERTISING.** We have already noted the precipitous decline we are seeing in traditional advertising, with several publishers openly stating to us that they will no longer produce print advertisements. Advertising in *Choice* magazine, which in FY13 brought in over \$430K (net), fell to an estimated \$128K last year (FY21) and is running at 69% of last year's performance thus far in FY22, well below budget. This trend, and its much smaller analogue in banner advertising in *Choice Reviews*, appears irreversible.

**WEBINARS.** Now in its ninth year, the Choice/ACRL webinar program is well established and continues to draw large and enthusiastic audiences, with lifetime-to-date registrations approaching 175,000. Early concerns about the limited life-cycle of our program seem premature at best, in part because the professionalism of our productions and the guidance we provide at every step of the process have made our webinars a trusted source of information for librarians and an attractive platform for sponsors, who increasingly look to us for support in approaching the academic library market. No better example of this is ProQuest's (ProQuest again!) decision to have *Choice* produce a special live event, "When You Picture a Scientist, What Do You See?" a panel discussion on advancing diversity and inclusion in STEM, featuring Dr. Jennifer Doudna, biochemist and Nobel Prize-winning co-inventor of CRISPR technology. The event drew 9,079 registrations and 4,674 attendees, brought us \$20,500 in gross revenue, and was deemed so successful that ProQuest has scheduled other such premium events on our platform.

During FY21 gross webinar revenue came to \$299,450 (15% of which was paid to ACRL), and scarcely over a month-and-a-half into FY22 we have booked \$204,500 in contracts through the end of the fiscal year. So, we are forecasting revenues equal to or better than those of FY21 in both FY22 and FY23.

**PODCASTS.** During this past year Choice media staff hosted and produced 64 episodes of The Authority File, grossing \$36,550 in sponsorships. Thus far in FY22 full-year podcast bookings are already at 85% of budget, so we are confident that we will meet or exceed budget. Since in producing 64 episodes in 52 weeks we are already running at 125% of our once-a-week production schedule, there is little room for further growth with current staffing. For FY23, then, we will again budget \$35,000 as our "baseline" figure.

**CHOICE RESEARCH.** Our white paper program, more labor- and time-intensive than either webinars or podcasts on a unit basis, is growing more slowly, restrained both by resource issues at Choice and by sponsor participation. The longer sales cycle this project entails, and the scant staff resources available to produce the studies, are serving to limit the number of publications we publish to two a year. For FY23 we will assume two white papers, with gross revenue of \$40,000.

**CHOICE CUSTOM PUBLISHING:** New this fiscal year is the Choice custom publishing program, a series of sponsored case studies highlighting library solutions to operational problems. The first such study, in which representatives of five academic libraries describe how they implemented service and policy

adjustments in response the COVID-19 pandemic, launched in August, and for FY22 we have budgeted for two more studies at \$10,000 each. Our working assumption is that the program will be a success, and failing evidence to the contrary we shall budget similarly for FY23.

**CHOICE360:** Central to our planning for the redesigned Choice360.org was the decision to use the site as the platform for publication of our content verticals, effectively making C360 a revenue-generating “product.” Revenue and expenses for the product are captured in project 3919, new to the *Choice* budget in FY22. As discussed above, the content verticals are supported by corporate underwriting, and income from them will thus be recorded here as advertising revenue. Choice360 is budgeted to break even in FY22, with net revenue of \$33,425 (\$23,875 of it from TIE) and \$32,564 in expenses (comprising contributor honoraria, web operations costs, and ALA overhead). As of mid-October we have already booked \$25,300 in advertising revenue in this project, and our operating assumption at this point is that we will budget along equal or better lines for FY23.

### Expenses

For payroll, we have assumed no layoffs, no reductions in force, and a continued 2% salary adjustment annually, and we have used pre-furlough salaries as the base. These are best-case assumptions that may not survive the budget-making process. Because of our success in reducing expenses—\$362K in direct spending reductions between FY15 and FY19—payroll now accounts for roughly 65% to 70% of our direct spending. Aside from staffing, then, there are few remaining areas to cut without cutting revenue as well.

For all other direct expenses, we have taken FY22B as the base and subjected it to an annual increase of 3% (meaning a 1% drop in inflation-adjusted wages . . .). This assumption is subject to restatement as we receive further data regarding the anticipated stabilization of inflation rates. ALA overhead has been calculated using the current rate of 13.25% (per the operating agreement, the division rate on publishing revenue is 50% of full rate applied to education and other non-dues revenue). Obviously, an increase in that rate as the result of ongoing discussions at ALA about revising the operating agreement will further burden Choice.

With these points in mind, Choice *pro forma* assumptions regarding the FY23 budget can be found on pages 23-24.

## ACRL General Assumptions

**LLX22 Note:** corrections made between fall 2021 and LLX 2022 are indicated with track changes.

### 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, 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. 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 FY22 is a non-conference year, ACRL would expect to generate a negative year-end net. Looking ahead to FY23, due to past investment of ACRL's net asset balance in strategic initiatives, absent significant new revenue streams, the association will need to reduce expenditures substantially, which may result in disruption to member services. The Budget & Finance Committee and staff will closely monitor the deficit budget to ensure that ACRL's net asset balance remains above the mandated operating reserve (i.e., one-quarter of the average of the last four years of expenses).

### 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 FY23).
- + 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 \$135,000 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 current staff positions will be included in the budget. As of September 2020, ALA policy does not allow for the majority of vacant positions (possible exceptions: grant-funded, executive directors) to be filled, and if applicable, any vacancies will be a cost savings. Some funds will be budgeted for interns and 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)

### 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

- \$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 \$2,400 for web hosting (Project 3711).
- One Immersion Program will be offered in FY23 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 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 \$29,257 is budgeted to pay the following:
  - \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)
  - \$6,750 for SPARC dues;

- \$5,000 for Open Access Working Group;
- \$2,000 for OpenCon2022, 1 sponsored scholarship

### **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, with an additional (project 3403).
- \$3,000 budgeted for updates to the Fostering Change Cohort curriculum and publication and potential reoffering (Project 3403).

### **Equity, Diversity and Inclusion**

#### **Revenues**

- + \$21,750 in revenues from the ACRL Diversity Alliance will be budgeted. 58 institutions @ \$500. Number of institutions based on 75% of 2021 membership (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. The B&F Committee and the Board recommended increasing support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).
- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. After a two-year pause, 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*

- + These are preliminary estimates based on partial FY21 data, and we are still waiting for more up-to-date info from ALA Membership, as well as tactics to grow membership. Membership revenues will be budgeted by first looking at FY21 July actual, the most current membership data available, then adjusted to reflect a small increase in FY22 (a non-conference year) and adjusted for an expected increase in FY23 (a conference year). As FY23 will be a conference year for ACRL, historically membership increases by 1.54%. Therefore, FY23 membership will be budgeted at a total membership of 8,340 paying members (and 8,523 total members). This reflects the 10.3% membership decrease in FY20, projected membership decrease of 6.1% decrease in FY21, and 1% increase in FY22 as ALA simplifies membership categories. ACRL may increase dues slightly in FY23 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership dues rate for FY23 will be based on FY22 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 in light of decreasing revenues and absent net asset balance spend down. (Project 3200)
- ACRL will budget \$3,000 to sponsor three ALA Emerging Leaders. (Project 3200).
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000
- Reduced to \$15,000 from \$25,000 for as yet unidentified strategic initiatives will be budgeted. (Project 3200-5350)

### 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. As ALA sunsets MW and business meetings do not take place in conjunction with the new LibLearnX event, a suite will not be budgeted (Project 3201).
- Funds estimated at \$63,022 will be budgeted for a FY22 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).

### Advisory services and consulting

#### *Revenues*

- + Consulting will continue to recover costs and yield a modest net of \$7,300. (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. (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 FY22 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, \$600 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***

- In recent years, the number of ACRL section and interest group special events at conferences has averaged 16 per year. With the reorganized Midwinter Meeting starting in 2021, the average number of events per year may drop to 12 as fewer units meet onsite. (Project 3833)

## **Government Relations (Project 3704)**

### ***Expenses***

- \$15,010 for Library Copyright Alliance (\$15,010 shown in Scholarly Communication Project 3702)
- \$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 budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
  - ACRL 2023 scholarships @ \$50,000, divided among in-person and virtual attendees and in addition to Friends fund donations supporting conference scholarships
  - 2022 RBMS Conference scholarships @ \$18,000 reduced to \$13,000
  - Immersion Programs @ \$12,000; reduced to \$10,000
  - E-learning scholarships @ \$1,000

- Support for 2 ALA Spectrum Scholars @ \$14,000
- Miscellaneous @ \$3,000; eliminated

### 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)
- 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

#### *Revenues*

- + In FY23, non-periodical publications will be able to recover costs and net a small 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 FY23. (Project 3400)

#### *Expenses*

- Expenses will be budgeted higher than in previous years to account for increased costs of warehousing and fulfillment, production, costs of sales, etc. as the new title count and backlist continues to grow. (Project 3400)

#### Library Statistics (Project 3202)

#### *Revenues*

- + FY22 saw the launch of the redesigned ACRL information service Benchmark: Library Metrics and Trends. Net revenue is projected to be \$62,153 and will be budgeted in 3202.

#### *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 FY21. (Project 3202)

#### Standards and guidelines (Project 3204)

#### *Revenues*

- + Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY23 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***

- There should be no, or very limited, printing expenses in FY23 due to current inventory and lack of sales in FY20, FY21, and most likely FY22.

### ***C&RL (Project 3300)***

#### ***Revenues***

- + Online advertising revenues for FY23 are projected to remain at FY22 budget levels. (Project 3300)

#### ***Expenses***

- Online hosting and labor expenses should remain steady with FY21 actual/ FY22 budget. (Project 3300)

### ***C&RL News (Project 3302)***

#### ***Overview***

- *C&RL News* will become an online-only publication beginning with the January 2022 issue. FY23 will be the first full year that the magazine is not printed.

#### ***Revenues***

- + Subscriptions: No subscription revenue in FY23 due to transition to online-only model during FY22.
- + Print product ads: No print ad revenue in FY23 due to transition to online-only model during FY22.
- + Online product ads: Revenue from banner ads on the C&RL News website and table of contents alert sponsorships should hold steady at FY22 budget levels.
- + Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, are projected to increase from \$90,000 to \$110,000 due to advertisers shifting to digital ads from print along with current FY22 demand.
- + Classified job ad revenues will be budgeted with a significant increase over FY22, back to the levels seen in the years prior to the pandemic. Job advertising recovered much more quickly and strongly than anticipated following the abrupt dive to record lows in 2020, returning to “normal” pre-pandemic levels by the spring of 2021. Job ad sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. But an uncertain economic environment and policies supporting ALA’s mission and values that restrict the ads JobLIST will publish—restrictions JobLIST’s for-profit competitors

don't have—potentially threaten its future performance. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. (Project 3302)

**Expenses**

- A small amount of 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)
- \$18,000 will be budgeted for ALA JobLIST's ongoing operating expenses, a monthly fee to the platform provider. (Project 3302)
- There will be no printing or mailing expenses in FY23 due to transition to online-only publishing model during FY22. (Project 3302)
- Online hosting expenses are anticipated to remain steady at FY21 actual/ FY22 budget levels. (Project 3302)

**RBM (Project 3303)****Revenues**

- + Subscriptions continue to decline by approximately 20-25% per year with a similar decline anticipated for FY23 over FY21 and FY22. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print advertising revenue is projected to decline from \$8,000 in FY22 to \$6,000 in FY23 due to long-time advertisers retiring or closing shop. Online advertising revenue is projected to decline from \$1,500 in FY22 to \$1,000 in FY23.

**Expenses**

- Online hosting expenses will remain at FY21 actual/ FY22 budget levels following the transition to Open Journal Systems in FY17. (Project 3303)
- Increases in printing and postage are anticipated but have the potential to be volatile depending on whether paper shortages and USPS turmoil continue. (Project 3303)
- Page counts should remain at FY22 levels. (Project 3303)

**CHOICE**

Keeping in mind the points made in the overview section, here are the following *pro forma* assumptions regarding the FY23 budget, subject to change as we go further into FY22. (All percentages are to FY22 budget unless otherwise noted):

### **CHOICE Revenue**

- + *Choice Reviews* subscription revenue will fall by 5%.
- + *Choice* magazine subscription revenue will fall by 20%; *Reviews on Cards*, by 15%
- + Subscriptions to *Resources for College Libraries* will be marginally higher than in FY21, 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.
- + *ccAdvisor* will be depreciated at the close of FY22.
- + Advertising net revenues should increase by 2%-3%, with declining magazine advertising offsetting gains in sponsored content:
  - o *Choice* magazine: 120,000
  - o *Choice Reviews*: 35,000
  - o Case studies and white papers: \$60,000
  - o Podcasts: \$40,000
  - o Newsletters and eblasts: \$225,000
  - o Choice360 (including TIE): \$50,000
  - o Webinars: 262,500
- + Royalties from licensing of *Choice Reviews* will remain at or slightly below current levels, to perhaps \$490K.

### **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 consistent with FY22B, adjusted upward for 3% inflation.

### **CHOICE Bottom Line**

- Revenues will be down approximately 4%.
- Assuming no furloughs, expenses will rise 3%
- For FY22, net revenue may be as high as (-\$290K), requiring a further draw-down from the Choice reserve fund, currently at about \$2.8MM thanks to an infusion of cash from the federal COVID bailout.

## **Enabling programs and services: Education**

### **ACRL 2023 Conference (Project 3801)**

#### **Revenues**

- All revenues pertaining to ACRL 2023 will be recognized in March 2023 after the conference is held.

- FY23 is an ACRL Conference year so total ACRL revenues will be approximately \$1.5 million to \$2.0 million dollars more than FY22 total revenues.
- ACRL 2023 is being planned as a hybrid conference with approximately 50-60% of attendees attending in-person and approximately 40-50% participating remotely. We anticipate the total number of paid registrants around 3,000, which is an 8 percent decrease from the average of the past four conferences which was 3,243.
- 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 FY19 net.
- ACRL 2023 exhibitor revenues will be budgeted with a modest decrease from 2019 (the last in-person ACRL Conference). The number of booths has been dropping since 2013 (327 booths actual 2019, 375 booths actual 2017, 386 booths actual 2015, 398 actual 2013), with a fairly large 48 booth drop from 2017 to 2019.
- ACRL 2023 sponsorship revenues will be budgeted around \$150,000-200,000 which is a 20-40% decrease from the usual \$250,000 goal. We expect fundraising to be challenging as we recover from the pandemic, as well 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.
- The ACRL 2023 conference budget will include a modest amount of funds for “innovation” and/or new programs/services/accessibility which will enhance the hybrid 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.

## **Preconferences and workshops**

### ***Revenues***

- + Revenues generated from registration fees will cover the costs for one Annual preconference, as the event is budgeted to at least break even. We will budget attendance conservatively to minimize the possibility of having to cancel due to low registration numbers. (Project 3811).
- + The RBMS 62nd Annual Conference will be held in FY22. Revenues and expenses for this program will be set to break even. (Project 3800)

### ***Expenses***

- Sections sponsoring conferences (e.g., RBMS) in FY22 may participate in the program to share net revenue with ACRL, which is spent from the fund balance in FY23. (Project 3275 and 3838)

**Online learning (Project 3340)**

***Revenues***

- + E-learning webcasts and courses will be developed and offered in FY23. Since FY23 is an ACRL Conference year, we don't anticipate an increase in the number of offerings from FY22 levels. We anticipate total revenues will be even or a little down from FY21 actuals due to the implementation of standardized online learning pricing being implemented across ALA . (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 FY21.
- + ACRL will continue to offer group registration discounts for e-Learning webcasts 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***

- We expect to resume licensing of full-day in-person workshops to institutions, chapters, and consortia upon request, though at reduced numbers from FY20. Seven 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, and the Scholarship of Teaching and Learning. 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)
- \$10,000 in partial revenue for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in the EDI section.

***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 and hire new presenters in FY23, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.



- \$15,000 to support curriculum development of new workshops and curriculum refreshes of existing workshops, up from a reduced \$7,500 in FY22 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)

### **Communication on major issues and trends in libraries and Higher Education**

#### ***Expenses***

- Continue membership in Library Copyright Alliance at direct cost of \$30,020 plus staff time. (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 \$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 training workshops will be budgeted at \$1750.
- + Revenue for sponsored webinars will be budgeted at \$5,000 (\$2,500 each for two webinars)
- + Revenue for new options (e.g. training kits, external partnerships, toolkit "resale")

### ***Expenses***

- \$60,550 will be budgeted for monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes \$250/month for Amazon Web Services, \$50 for Civilized Discourse Construction Kit, and \$225/month for Digital Divide Data Ventures. 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 FY22 level.
- \$2,500 will be budgeted for temporary staff as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted. Budgeted funds for professional development and membership, business meetings, and general operational costs reduced.
- Removed Association of Fundraising Professionals (AFP) membership \$370.

#### ***Expenses—CHOICE***

- See *Choice* expenses.

### **ALA Relationship**

#### ***Overhead—ACRL***

- ACRL's general overhead payment to ALA will be budgeted at FY22 levels as policy requires, currently estimated at about \$464,132 (FY21 final actual).

#### ***Overhead—CHOICE***

- CHOICE's general overhead payment to ALA will be budgeted at approximately \$297,654 in FY23, based on FY22 budgeted OH.



To: ACRL Budget and Finance Committee, ACRL Board of Directors

From: Jay Malone, Executive Director

Date: January 19, 2022

Re: Overview of Preliminary FY23 Budget

## Executive Summary

ACRL	FY23	FY21	FY21	FY21	FY19	FY19	FY19
	Budget	Actual	\$ Variance	% Variance	Actual	\$ Variance	% Variance
Opening balance	\$1,844,017	\$2,581,390	(\$737,373)	-29%	\$3,430,260	(\$1,586,243)	-46%
Revenues	\$4,282,886	\$3,229,958	\$1,052,929	33%	\$5,115,731	(\$832,845)	-16%
Expenses	\$4,488,691	\$2,443,625	\$2,045,066	84%	\$5,234,167	(\$745,476)	-14%
NET	(\$205,805)	\$786,332	(\$992,137)	-126%	(\$118,436)	(\$87,369)	-74%
Ending balance	\$1,638,211	\$3,367,722	(\$1,729,511)	-51%	\$3,311,824	(\$1,673,613)	-51%
Mandated Reserve	\$841,982	\$990,533	(\$148,551)	-15%	\$1,028,604	(\$186,622)	-18%

*Odd years reflect conference years.*

## ACRL Preliminary FY23 Budget Overview

The preliminary FY23 budget (Doc 12.1) was developed by staff based on the FY23 budget assumptions (Doc 11.0) that were reviewed and approved by the ACRL Budget & Finance Committee and ACRL Board of Directors in Fall 2021. The Board and Budget & Finance Committee typically review the preliminary budget in January and take action at ALA's Annual Meeting. The Board and B&F will review at Annual and may postpone taking action in late summer.

ACRL's finances are treated as a two-year cycle: even-numbered fiscal years are expected to have some deficit (some of which covers the planning expenses for the next ACRL Conference), whereas odd-numbered fiscal years would typically, but not always, show net revenues that cover all planning expenses from the previous year, as well as excess revenues to support member programs and services.

### Net Asset Balance

To better situate a discussion of preliminary FY23 revenues and expenses, first let's consider the FY23 ending net asset balance (NAB), which is also called the Operating Reserve. In the preliminary budget the opening net

asset balance is \$1,844,017, which is \$1,002,035 above the mandated operating reserve<sup>1</sup>. The projected NAB is considerably less than FY18's \$4,687,946, which reflects the board's decision to spend down the NAB to fund programs and initiatives (see below). The Board and Budget and Finance Committee have practiced careful financial stewardship by reviewing the budget annually and having more fulsome discussions during the spend-down years.

Prior to spending down the net asset balance, ACRL had kept a larger beginning balance. ACRL did this primarily for two reasons: 1) it provides flexibility and gives the Board resources to tap into to support the development of new initiatives and 2) should there be an extraordinary event, such as an ACRL Conference cancelation or major disruption to attendance, there would be money on hand to sustain the organization. Members need to be clear that the biennial conference represents our largest risk. Due to savvy planning by our conference team of Margot Conahan and Tory Ondrla and assistance from ALA's lawyers, we were able to avoid substantial penalties in moving the Seattle conference to an online venue in 2021. Such penalties typically run into the high 6 figures and can sometimes reach 7 figures and this does not include lost revenue, staff time, etc. Conference insurance can sometimes ameliorate this risk but few insurers will be covering pandemics moving forward. The past two years have underscored this risk.

### ***Investment Budget History***

After reviewing the FY15 net asset balance the Budget & Finance Committee, Board, and staff agreed that 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 (endowed funds held by ALA) 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 Framework for Information Literacy for Higher Education, 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.

The large NAB in our budgets was the result of careful stewardship, increasingly successful biennial conferences, and some frugality brought on by the Great Recession of 2008. To spend down ACRL's net asset balance, the Board has approved the Budget and Finance Committee's recommendation for a deficit budget since FY18.

As we consider ACRL's three standard revenue streams, here is how we projected for FY23.

- **Membership**

- In recent years, the number of ACRL members has been in a steady decline despite more efforts at retention. Personal memberships in FY2023 are expected to increase over the FY22 level by 1.54% to 8,460 (of which 8,264 are paying members).. ACRL has historically increased dues slightly up to the HEPI index but no increase is included in this draft budget as the Board has not yet acted on a dues increase. Discussion of the dues rate will take place at the Feb 1, 2022 Joint Meeting.

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<sup>1</sup> 1998 ALA policy requires an average of one-quarter of the last four year's expenses and while it is not clear if this policy is still in force, ACRL adopted its own policy to the same effect. Source: ACRL Board, July 1986, January 1991, revised June 1997. The average for expenses FY18-FY21 was \$3,367,929. One quarter of that is \$841,982.

- **Publications:**

- Publications are budgeted as increasingly slightly from FY22. We hope to continue to increase publications revenues to return to pre-pandemic levels, however some shifts in purchasing trends maybe longer term.
- In FY19, ACRL 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 policies between ALA and its membership divisions (aka the “operating agreement”) allows division journal advertising included in a membership publication to be free of overhead payments. Most of ACRL’s advertising is online in an open access format and does not qualify for this exemption from overhead. For *C&RL News* alone that adds an expense over \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising.
- At Midwinter 2020, the Board approved the transition of *C&RL News* to an online-only publication model beginning with the January 2022 issue. The cessation of print is reflected in the FY23 budget.
- Because of the sustained stronger than expected ALA JobLIST classified ad sales in FY22, staff have projected a little over \$80K increase over FY22.
- ACRL Benchmark revenues are expected to increase in FY23, with \$216,000 versus \$168,577 in FY22 budgeted for subscriptions.
- Project Outcome revenues increased to \$16,125 in FY23 versus \$6,750 in FY22.

- **Education:**

- ALA launched a new education platform in Nov 2021 and the results of this change are still being evaluated. When compared to FY21, education revenue is budgeted to more than double but that is premised on an in-person meeting in 2023. Overall, like with other revenue streams, it is expected that education will see gradual growth to rebuild to pre-pandemic levels. FY23 assumes a transition to safe travel and group gatherings, but with reduced demand and budget for in-person events and increased demand for online events.
- Based on how strong revenue has for ACRL eLearning webcasts and online courses, staff are reviewing the anticipated landscape for fall and winter and considering whether to increase revenue for the FY23 budget.

It is evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conference. To offset dependency on a single revenue area, ACRL must continue to seek for ways to diversify its revenues. ACRL looks 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. As ACRL carefully considers expenses for FY23, the Board and Budget and Finance Committee should also keep in mind possible future discussions on membership participation and financial support in regard to equity, diversity, and inclusion.

## **Preliminary FY23 Expenses**

In this preliminary FY23 budget, ACRL continues to spend down the net asset balance. ACRL may not be able to continue to fund as many new ideas as it has in the past or to continue projects past an initial pilot year.

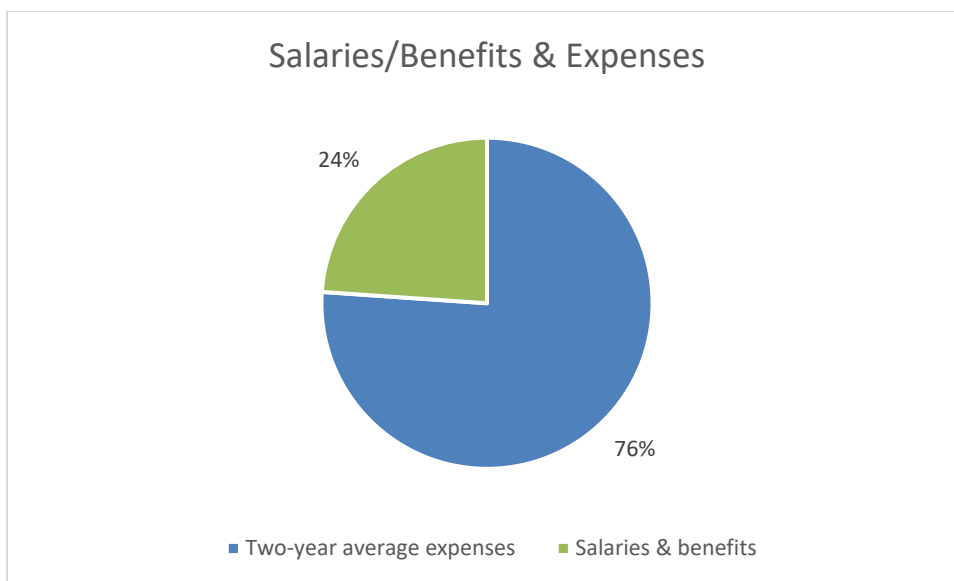
The FY23 budget provides support for many of these initiatives:

- \$ 116K to support the Research and Scholarly Environment goal which includes \$2K for 1 OpenCon scholarship, \$26K to pay for ACRL's membership in other organizations including \$30K for the Library Copyright Alliance (\$15K shown in Govt. Relations Project 3704);
- more than \$100K is budgeted to further ACRL's Value of Academic Libraries initiatives, which includes more than \$92K for Project Outcome;
- more than \$200K 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);
- More than \$20K is budgeted to support ACRL's new roles and changing landscape initiative.
- \$95,000 is budgeted for scholarships, which includes support for RBMS Conference, and Immersion program, as well as \$14K to support two Spectrum Scholars and \$3K to support three ALA Emerging Leaders;
- Over \$54K of direct expenses to support ACRL's Core Commitment to Equity, Diversity and Inclusion. Additional support for EDI is included in other projects throughout the budget. For example, scholarships for underrepresented groups are included in the scholarships project.
- More than \$7K is budgeted to support the creation of new roadshow curricula.

### Salaries & Benefits

As standard ACRL practice, in the initial fiscal year budget, all general administrative and staff salaries, as well as related costs, are recorded on a separate line. During the year, ACRL staff maintain records of their daily use of time. The resulting percentages are used to allocate salaries, benefits, and general expenses such as telephone, postage, reprographics, etc. At the end of the year, these costs are distributed to each individual project.

Salaries/benefits must be no more than 45 percent, and total administrative costs no more than 60 percent of the total operating budget, not including Choice (ACRL Guide to Policies and Procedures 6.26.4 Staff/administrative costs). ACRL FY23 budgeted salaries are 24% of an average of the last two-years of expenses.



	A	B	C	D	E	F	G	H
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
2		Actual	Actual	Actual	Actual	Actual	Budget	Budget
3	Beginning Reserves							
4	Reserve Sept. 1: ACRL Operating	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,581,390	\$2,581,357	\$1,844,017
5	Reserve Sept. 1: ACRL LTIs	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$5,523,667	\$5,388,667
6	Reserve Sept. 1: CHOICE Operating	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,980	\$2,587,461	\$2,587,461	\$2,376,282
7	Reserve Sept. 1: CHOICE LTI	\$849,196	\$880,574	\$572,349	\$538,536	\$557,493	\$557,493	\$557,493
8	Total	\$11,454,522	\$12,281,840	\$11,885,689	\$11,376,356	\$11,250,010	\$11,249,977	\$10,166,458
9								
10	Revenues							
11								
12	Membership							
13	Dues	\$638,573	\$609,906	\$598,848	\$559,495	\$521,102	\$539,937	\$530,595
14	Standards, Licensing Fees	\$1,802	\$2,704	\$38,714	\$204	\$0	\$250	\$250
15	Advisory	\$82,350	\$27,050	\$33,490	\$73,975	\$43,000	\$52,000	\$82,000
16	Awards	\$16,300	\$17,450	\$20,750	\$13,036	\$15,900	\$0	\$22,400
17	Special Events	\$21,729	\$31,282	\$34,887	\$12,300	\$3,500	\$15,125	\$15,125
18	Diversity Alliance	\$17,450	\$25,500	\$29,930	\$14,000	\$28,000	\$17,500	\$27,500
19	Project Outcome	\$0	\$0	\$37,250	\$1,500	\$4,288	\$6,525	\$15,900
20	Subtotal	\$778,204	\$713,892	\$793,870	\$674,510	\$615,789	\$631,337	\$693,770
21								
22	Publications							
23	CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,435,934	\$2,327,415	\$2,246,444	\$2,278,902
24	C&RL	\$21,142	\$14,758	\$16,054	\$19,131	\$13,630	\$19,325	\$18,825
25	C&RL News	\$648,554	\$569,964	\$613,958	\$464,730	\$423,458	\$460,437	\$541,225
26	RBM	\$34,661	\$22,871	\$29,870	\$27,365	\$27,460	\$23,756	\$18,598
27	Nonperiodical Publications	\$288,126	\$388,475	\$338,897	\$275,831	\$251,835	\$266,120	\$248,812
28	Library Statistics	\$129,540	\$116,797	\$123,554	\$86,561	\$105,847	\$193,036	\$259,000
29	Subtotal	\$4,062,517	\$3,926,148	\$3,643,197	\$3,309,552	\$3,149,645	\$3,209,118	\$3,365,362
30								
31	Education							
32	Institutes & Liscensed Workshops	\$277,048	\$421,728	\$308,921	\$39,305	\$30,430	\$291,850	\$266,850
33	ACRL Conference	\$2,815,296	\$36,635	\$2,549,663	(\$39,552)	\$1,471,283	(\$24,000)	\$1,954,310
34	Preconferences & RBMS Conference	\$238,601	\$265,297	\$223,245	\$7,160	\$193,461	\$240,071	\$203,608
35	Annual Conference & MW Programs	\$16,300	\$19,350	\$14,000	\$500	\$600	\$14,000	\$14,000
36	Web-CE	\$118,027	\$121,416	\$103,698	\$84,217	\$96,164	\$95,623	\$63,888
37	Subtotal	\$3,465,272	\$864,426	\$3,199,528	\$91,630	\$1,791,938	\$617,544	\$2,502,656
38								
39	Special Programs							
40	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$0	\$8,206	(\$15,670)	TBD	TBD
41	Friends of ACRL-Operating	\$2,500	\$0	\$0	(\$173)	\$0	\$0	\$0
42								
43	Post-approval Budget Change: Classified Ads	N/A	N/A	N/A	N/A		N/A	N/A
44								
45	Total Revenues							
46	Total Revenues ACRL	\$5,367,999	\$2,691,183	\$5,115,731	\$1,639,585	\$3,229,958	\$2,211,555	\$4,282,886
47	Total Revenues CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,435,934	\$2,327,415	\$2,246,444	\$2,278,902
48	Total Revenues ACRL & Choice	\$8,305,994	\$5,504,466	\$7,636,595	\$4,075,692	\$5,557,373	\$4,457,999	\$6,561,788
49								



	A	B	C	D	E	F	G	H
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
2		Actual	Actual	Actual	Actual	Actual	Budget	Budget
50	Expenses							
51								
52	Membership							
53	Membership Services*	\$157,152	\$200,336	\$49,671	(\$30,473)	\$70,174	(\$14,040)	(\$12,527)
54	Exec. Cttee. & Board	\$190,578	\$212,181	\$232,282	\$190,825	\$75,044	\$176,922	\$208,648
55	Advisory	\$111,170	\$100,632	\$60,706	\$96,548	\$51,954	\$60,958	\$74,606
56	Standards Distribution	\$10,190	\$15,293	\$8,592	\$1,053	\$348	\$10,593	\$825
57	Awards	\$38,163	\$47,571	\$48,676	\$41,038	\$37,628	\$32,446	\$57,622
58	Chapters	\$10,417	\$27,541	\$18,636	\$17,287	\$9,357	\$22,272	\$20,999
59	Committees	\$109,318	\$153,752	\$134,130	\$137,392	\$98,431	\$135,661	\$153,155
60	Sections	\$94,308	\$128,865	\$117,292	\$130,178	\$87,430	\$144,470	\$142,126
61	C&RL Over Revenue	\$44,455	\$38,594	\$32,209	\$35,603	\$0	\$31,353	\$36,252
62	C&RL News Over Revenue	\$0	\$0	\$0	\$47,606	\$0	(\$21,768)	(\$150,165)
63	Liaisons to Higher Ed. Organizations	\$51,730	\$43,951	\$41,205	\$25,803	\$16,621	\$33,461	\$34,847
64	Special Events	\$32,306	\$36,513	\$40,849	\$12,107	\$100	\$22,186	\$14,200
65	Information Literacy	\$51,071	\$37,333	\$44,503	\$10,493	\$21,927	\$46,856	\$20,217
66	Scholarly Communications	\$71,476	\$119,856	\$155,076	\$87,024	\$23,924	\$85,217	\$73,340
67	Value of Academic Libraries	\$110,646	\$118,069	\$57,851	\$31,246	\$1,882	\$45,040	\$7,644
68	Government Relations	\$36,459	\$56,668	\$42,629	\$35,495	\$17,037	\$44,369	\$24,406
69	Scholarships	\$81,270	\$40,845	\$82,580	\$2,500	\$0	\$37,000	\$95,000
70	Annual Conference Programs	\$43,920	\$35,012	\$41,123	\$26,389	\$6,105	\$37,589	\$36,000
71	New Roles & Changing Landscapes	\$0	\$13,896	\$7,236	\$16,532	\$15,611	\$24,204	\$20,836
72	Diversity Alliance	\$16,429	\$32,770	\$42,920	\$15,152	\$27,019	\$45,754	\$54,310
73	Project Outcome	\$0	\$49,690	\$247,565	\$194,456	\$77,764	\$97,865	\$92,455
74	Subtotal	\$1,261,058	\$1,509,368	\$1,505,733	\$1,124,254	\$638,359	\$1,098,408	\$1,004,796
75								
76	Publications							
77	CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,420,453	\$1,990,631	\$2,457,623	\$2,523,200
78	C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$46,712	\$19,325	\$18,825
79	C&RL News	\$429,039	\$487,139	\$550,606	\$464,730	\$411,652	\$460,437	\$541,225
80	RBM	\$32,744	\$21,400	\$19,622	\$22,066	\$18,017	\$21,583	\$21,445
81	Nonperiodical Publications	\$256,695	\$330,329	\$223,970	\$262,137	\$255,133	\$245,600	\$238,123
82	Library Statistics	\$82,569	\$70,310	\$147,932	\$59,202	\$126,401	\$180,786	\$276,025
83	Subtotal	\$3,877,448	\$3,869,220	\$3,657,038	\$3,247,570	\$2,848,545	\$3,385,354	\$3,618,843
84								
85	Education							
86	Institutes & Liscensed Workshops	\$279,929	\$367,138	\$293,394	\$92,101	\$43,321	\$285,425	\$268,196
87	ACRL Conference	\$2,166,094	\$238,096	\$2,093,753	\$155,844	\$737,177	\$290,106	\$1,828,617
88	Preconferences & RBMS Conference	\$179,508	\$243,900	\$203,473	\$53,364	\$94,223	\$227,434	\$194,868
89	Web-CE	\$51,415	\$76,078	\$49,631	\$59,841	\$57,671	\$72,070	\$44,777
90	Subtotal	\$2,676,945	\$925,212	\$2,640,251	\$361,149	\$932,392	\$875,035	\$2,336,458
91								
92	Special Programs							
93	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$67,820	\$8,206	(\$15,670)	\$60,000	\$60,000
94	Friends of ACRL-Operating	\$60,245	\$65,357	\$129,998	\$57,532	\$14,960	\$47,721	\$51,788
95	Subtotal	\$126,315	\$55,620	\$197,818	\$65,738	(\$710)	\$107,721	\$111,788
96								
97	Total Expenses							
98	Total Expenses ACRL	\$4,820,438	\$3,423,873	\$5,234,167	\$2,370,053	\$2,443,625	\$2,948,895	\$4,488,685
99	Total Expenses CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,420,453	\$1,990,631	\$2,457,623	\$2,523,200
100	Total Expenses ACRL & Choice	\$7,875,696	\$6,369,157	\$7,933,021	\$4,790,506	\$4,434,256	\$5,406,518	\$7,011,885
101								



	A	B	C	D	E	F	G	H
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
2		Actual	Actual	Actual	Actual	Actual	Budget	Budget
102	Nets							
103	Total Net ACRL	\$547,562	(\$732,690)	(\$118,436)	(\$730,468)	\$786,332	(\$737,340)	(\$205,799)
104	Total Net Choice	(\$114,764)	(\$132,001)	(\$177,990)	\$15,481	\$336,784	(\$211,179)	(\$244,298)
105								
106	Membership Net	(\$482,854)	(\$795,476)	(\$711,863)	(\$449,745)	(\$22,569)	(\$467,071)	(\$311,026)
107	Publications Net (without Choice)	\$299,833	\$188,929	\$164,150	\$46,501	(\$35,683)	\$34,943	(\$9,183)
108	Education Net	\$788,327	(\$60,786)	\$559,276	(\$269,519)	\$859,545	(\$257,491)	\$166,198
109								
110	Operating Transfers							
111	ACRL	(\$250,000)	(\$525,000)	\$0	\$157,096	\$0	\$135,000	\$135,000
112	Choice	\$40,539	\$525,000	(\$176,324)	\$43,987	\$0	\$0	\$0
113								
114	LTI Transfers, Gains, Losses							
115	ACRL	\$362,143	\$776,761	(\$2,770)	\$569,651	\$1,244,718	(\$135,000)	(\$135,000)
116	Choice	\$31,378	(\$308,226)	(\$33,813)	\$62,944	\$63,565	TBD	TBD
117								
118	Ending Reserves							
119	ACRL Mandated Operating Reserve	\$886,316	\$933,236	\$989,273	\$1,028,604	\$990,533	\$990,533	\$841,982
120	Reserve Aug 31: ACRL Operating	\$4,686,947	\$3,430,256	\$3,311,824	\$2,581,357	\$3,367,722	\$1,844,017	\$1,638,217
121	Reserve Aug 31: ACRL LTIs	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$6,768,385	\$5,388,667	\$5,253,667
122	Reserve Aug 31: CHOICE Operating	\$2,573,834	\$2,926,294	\$2,571,979	\$2,587,461	\$2,924,244	\$2,376,282	\$2,131,984
123	Reserve Aug 31: CHOICE LTI	\$880,574	\$572,348	\$538,536	\$557,493	\$621,058	\$557,493	\$557,493
124	Total	\$12,321,379	\$11,885,684	\$11,376,356	\$11,249,977	\$13,681,410	\$10,166,458	\$9,581,361

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL General &amp; Administrative 0000</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3		<b>Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
4										
5	5000	SALARIES & WAGES	(2,208)	(1,780)	(4,872)	1,350	0	\$7,618	Salaries: Memo only; will be allocated to programs at year end.	<b>\$10,907</b>
6	5001	WAGES/TEMPORARY EMPLOYEES			2,195					
7	5002	OVERTIME WAGES	2,180	1,780	2,607	0	1,500	\$1,500	Anticipated overtime for ALA Conferences plus 15% benefits. Adjusted based on actual.	<b>\$1,500</b>
8	5005	ATTRITION FACTOR				0	0	\$0		<b>\$0</b>
9	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0</b>
10	5010	EMPLOYEE BENEFITS	(0)	0	(0)	426	349,887	\$2,580	Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end.	<b>\$3,694</b>
11	5015	TUITION REIMBURSEMENT				0	0	\$0		<b>\$0</b>
12	5016	PROFESSIONAL MEMBERSHIPS	2,052	3,022	1,094	2,480	2,000	\$2,000	ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$375).	<b>\$2,110</b>
13	5019	HEALTH INSURANCE				0	0	\$0		<b>\$0</b>
14	5041	BLUE CROSS REFUND								
15	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	2,500	\$2,500	TEMPORARY EMPLOYEES/OUTSIDE	<b>\$2,500</b>
16	5110	PROFESSIONAL SERVICES	28			0	0	\$0		<b>\$0</b>
17	5120	LEGAL FEES				0	0	\$0		<b>\$0</b>
18	5121	AUDIT/TAX FEES				0	0	\$0		<b>\$0</b>
19	5122	BANK S/C				0	0	\$0		<b>\$0</b>
20	5130	LOBBYING / CONSULTING								
21	5140	EQUIP/FURN REPAIRS			49	100	100	\$100	Shared	<b>\$100</b>
22	5141	MAINTENANCE AGREEMENTS								
23	5150	MESSENGER SERVICE	136	371	83	300	300	\$300	Messenger service	<b>\$300</b>
24	5151	DUPLICATION/OUTSIDE				0				
25	5210	TRANSPORTATION	4,677	7,972	3,918	6,000	4,300	\$500	Travel expenses for ED to meet with non-liaison associations, potential donors, governmental agencies and to conduct association business (Choice site visit); 1 flight at (\$400); and local transportation \$100 each trip. \$2,000 for Executive Director travel to IFLA.	<b>\$2,500</b>
26	5212	LODGING & MEALS	6,915	4,901	1,815	4,800	3,400	\$350	Lodging and meals for ED when on business for association; avg 1 night each (\$250 sleeping room, internet, taxes) and meals for ED (\$50 per diem) avg 2 days each. \$2,000 for ED IFLA attendance.	<b>\$2,350</b>
27	5214	ENTERTAINMENT			128	0	0	\$0		<b>\$0</b>
28	5216	BUSINESS MEETINGS	1,019	826	420	1,000	750	\$750	Business meetings and IFLA registration fee.	<b>\$750</b>
29	5219	UNALLOCATED AMERICAN EXPRESS								
30	5300	FACILITIES RENT				0	0	\$0		<b>\$0</b>
31	5301	CONFERENCE EQUIPMENT RENTAL	603			100	100	\$100	Conference equipment rental	<b>\$0</b>
32	5302	MEAL FUNCTIONS	1,253	1,256	1,612	1,000	1,000	\$1,000	Meal Functions - Group meals Executive Director hosts to conduct association business during travel.	<b>\$1,000</b>
33	5303	EXHIBITS				0	0	\$0	Exhibits in 3200	<b>\$0</b>
34	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		<b>\$0</b>
35	5350	PROGRAM ALLOCATION		0	(400)	0	0	\$0		<b>\$0</b>
36	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0	\$0		<b>\$0</b>
37	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0	Typesetting for ACRL letterhead, envelopes, business cards, etc.	<b>\$0</b>
38	5402	PRINTING-OUTSIDE	2,224	852	1,512	2,000	1,600	\$1,600	Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300	<b>\$1,600</b>
39	5403	BINDING-OUTSIDE				0	0	\$0	-Share of ACRL Briefing Book (1/3 of \$700)	<b>\$0</b>
40	5404	DESIGN SERVICE-OUTSIDE				0	0	\$0	Design service	<b>\$0</b>
41	5406	REVIEW SERVICE				0	0	\$0		<b>\$0</b>
42	5410	MAIL SERVICE-OUTSIDE	225			0	0	\$0		<b>\$0</b>
43	5411	ADVERTISING/SPACE				0	0	\$0	Advertising/space for recruitment	<b>\$0</b>
44	5420	COPYRIGHT FEES				0	0	\$0	General Copyright Fees	<b>\$0</b>
45	5430	WEB OPERATING EXPENSES	3,120	710	1,749	6,076	4,000	\$4,212	Domain name fees for acrl.org and acrolog.xxx (\$300); bulk email provider (now provided by ALA); survey software subscription (SurveyMonkey or other \$1,008); Zoom \$2,184 = Zoom Pro at \$864/year (\$72/month) and Pro Webinar at \$2,040/year.	<b>\$4,212</b>

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1	<b>ACRL General &amp; Administrative 0000</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
46	5499	INVENTORY RESERVE ADJUSTMENT				0	0	\$0		\$0
47	5030	STAFF RECRUITMENT/RELOCATION	712			0	0	\$0		\$0
48	5031	STAFF DEVELOPMENT	15,075	17,520	16,191	18,000	17,000	\$15,000	Staff Development for area workshops and seminars. Previously was budgeted at 1.5% of staff salaries and the \$10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance.	\$15,000
49	5500	SUPPLIES/OPERATING	2,355	3,041	1,105	3,500	3,000	\$3,000	Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations.	\$3,000
50	5501	EQUIPMENT & SOFTWARE/MINOR	3,098	2,239	6,831	3,000	7,717	\$7,717	Minor equipment and computer software costing. Est. financial software licenses: \$2,500. Volunteer system: \$1,500. Adobe Creative Cloud Suite: \$3717.	\$7,717
51	5502	REFERENCE MATERIAL/PERIODICALS				100	0	\$0	Reference materials and subscriptions to professional journals.	\$0
52	5510	INSURANCE				0	0	\$0		\$0
53	5520	EQUIPMENT RENTAL/LEASE				0	0	\$0		\$0
54	5521	SPACE RENT				0	0	\$0		\$0
55	5522	TELEPHONE/FAX	734	791	996	800	770	\$700	Reimbursement for Remote Access at ALA LLX & AC. LLX: 3 staff * 35 = \$105. AC: 5 staff * 35 = \$175. ED cell reimbursement: 12 * 35 = \$420.	\$700
56	5523	POSTAGE/E-MAIL	10	1,759	603	100	1,000	\$1,000	Postage	\$1,000
57	5525	UTILITIES				0	0	\$0		\$0
58	5530	DEPRECIATION F/E	0	0	(0)	1,000	1,000	\$1,000	Depreciation	\$1,000
59	5531	DEPRECIATION BUILDING				0	0	\$0		\$0
60	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0	\$0		\$0
61	5533	DO NOT USE N/S Intangible Assets								
62	5540	ROYALTY EXPENSE	230	51		0	0	\$0		\$0
63	5541	COLLECTION EXPENSE								
64	5543	BAD DEBT EXPENSE				0	0	\$0		\$0
65	5544	INTEREST EXPENSE				0	0	\$0		\$0
66	5545	TAXES/PROPERTY				0	0	\$0		\$0
67	5550	PROMOTION				0	0	\$0		\$0
68	5560	ORG SUPPORT/CONTRIBUTION	5,000			0	0	\$0	ACRL contribution to the LTI fund shown on Exec. Summary. No planned transfer from operating to LTI for FY23.	\$0
69	5599	MISC EXPENSE	(59,111)	(49,602)	(42,522)	(60,424)	(54,452)	(\$66,911)	Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix	(\$80,038)
70									Reverse out charges to projects (memo includes CHOICE amount)	
71										
72	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
73	5901	IUT/CPU				0	0	\$0		\$0
74	5902	IUT/DATA PROC				0	0	\$0		\$0
75	5903	IUT/SUBS PROC				0	0	\$0		\$0
76	5904	TRANSFER TO/FROM ENDOWMENT				0	0	\$0		\$0
77	5905	IUT/TELEPHONE	2,163	1,826	1,553	2,000	0	\$0	IUT telephone; ALA moving to VoIP	\$0
78	5906	IUT/ORDER BILLING				0	0	\$0		\$0
79	5908	IUT/MAINTENANCE				0	0	\$0		\$0
80	5909	IUT/DIST CTR	532	688	552	750	750	\$750	IUT distribution	\$750
81	5910	IUT/REPRO CTR	6,979	1,777	2,367	2,500	2,000	\$2,000	IUT reprographics	\$2,000
82	5912	IUT-Copyediting/Proofreading				0	0	\$0		\$0
83	5913	IUT-Composition/Alteration				0	0	\$0		\$0
84	5940	IUT/REGISTRATION PROCESSING				0	0	\$0		\$0
85	5941	IUT/CHOICE				(12,726)	(8,710)	\$10,634	Transfer from CHOICE	\$15,348
86	5942	IUT/ADVERTISING				0	0	\$0		\$0
87	5999	IUT/MISC				0	0	\$0		\$0
88	5911	IUT/OVERHEAD				0	0	\$0		\$0
89	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
90	5600	TAXES/INCOME								
91		<b>Expenses</b>	<b>(0)</b>	<b>0</b>	<b>(416)</b>	<b>(15,768)</b>	<b>341,512</b>	<b>\$0</b>		<b>\$0</b>
92										
93		<b>Net</b>	<b>0</b>	<b>(0)</b>	<b>416</b>	<b>15,768</b>	<b>(341,512)</b>	<b>\$0</b>		<b>\$0</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Membership FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
10	5000	SALARIES & WAGES	\$47,110	\$57,764	\$59,484	\$65,814	\$52,800	\$54,779	Salaries calculated % of ACRL total salaries detailed in the salary matrix	<b>\$53,166</b>
11	5001	WAGES/TEMPORARY EMPLOYEES								
12	5002	OVERTIME WAGES				\$0				
13	5005	ATTRITION FACTOR				\$0	\$0	\$0		<b>\$0</b>
14	5009	ACCRUED VACATION WAGES				\$0	\$0	\$0		<b>\$0</b>
15	5010	EMPLOYEE BENEFITS	\$14,395	\$17,329	\$18,303	\$20,773	\$17,602	\$18,551	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$18,005</b>
16	5110	PROFESSIONAL SERVICES	\$43,429	\$54,740	\$24,222	\$5,000	\$16,800	\$2,000	Booth graphics refresh (\$2,500)	<b>\$2,500</b>
17	5122	BANK S/C	\$15,624	\$13,420	\$14,383	\$12,226	\$10,276	\$15,658	Bank service fees (2.9% of dues)	<b>\$15,387</b>
18	5130	LOBBYING / CONSULTING								
19	5302	MEAL FUNCTIONS	\$4,722	\$4,206	\$9,793	\$4,465	\$8,000	\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	<b>\$1,250</b>
20	5350	PROGRAM ALLOCATION	\$20,352	\$37,605	\$37,594	\$10,000	\$47,000	\$23,000	Strategic initiatives (\$15,000) Feathr marketing campaign for 2023 Conference (60/40 split with 3808 - \$12,000 x .40 = \$4,800) Three Emerging Leader sponsorship (\$1,000 x 3 = \$3,000) ALA Membership Booth (\$5,000)	<b>\$27,800</b>
21	5402	PRINTING-OUTSIDE	\$4,421	\$3,703	\$4,764	\$4,500	\$4,500	\$0		<b>\$0</b>
22	5430	WEB OPERATING EXPENSES	\$1,199	\$89	\$0	\$0	\$0	\$0		<b>\$0</b>
23	5500	SUPPLIES/OPERATING	\$1,238	\$6,298	\$1,228	\$200	\$1,250	\$500		<b>\$500</b>
24	5523	POSTAGE/E-MAIL				\$0	\$550	\$550	Postage (based on FY21 actual)	<b>\$223</b>
25	5599	MISC EXPENSE	\$2,944	\$2,377	\$2,153	\$3,044	\$2,817	\$3,137	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>\$3,642</b>
26	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
27	5901	IUT/CPU				\$0	\$0	\$0		<b>\$0</b>
28	5902	IUT/DATA PROC	\$360	\$405	\$405	\$405	\$405	\$405		<b>\$0</b>
29	5903	IUT/SUBS PROC				\$0	\$0	\$0		<b>\$0</b>
30	5904	TRANSFER TO/FROM ENDOWMENT			(125,000.00)	(157,096.00)	(135,000.00)	(135,000.00)	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 quarters. This number will be updated in February when payouts are approved by the Endowment Trustees.	<b>(\$135,000)</b>
31	5905	IUT/TELEPHONE				\$0	\$0	\$0	IUT-telephone (based on FY21 actual)	<b>\$0</b>
32	5906	IUT/ORDER BILLING				\$0	\$0	\$0		<b>\$0</b>
33	5908	IUT/MAINTENANCE				\$0	\$0	\$0		<b>\$0</b>
34	5909	IUT/DIST CTR	\$346	\$355	\$547	\$355	\$550	\$550	IUT-distribution (based on FY21 actual)	<b>\$0</b>
35	5910	IUT/REPRO CTR	\$784	\$159	\$576	\$160	\$580	\$580	IUT-reprographics (based on FY21 actual)	<b>\$0</b>
36	5912	IUT-Copyediting/Proofreading				\$0	\$0	\$0		<b>\$0</b>
37	5600	TAXES/INCOME								
38		<b>Expenses</b>	<b>\$156,923</b>	<b>\$198,449</b>	<b>\$48,452</b>	<b>-\$30,154</b>	<b>\$28,130</b>	<b>(\$14,040)</b>		<b>(\$12,527)</b>
39										
40		<b>Net</b>	<b>\$481,650</b>	<b>\$411,457</b>	<b>\$550,396</b>	<b>\$641,438</b>	<b>\$326,205</b>	<b>\$553,977</b>		<b>\$543,122</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Board/Exec. Cttee. FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
4		<b>Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>		<b>\$0</b>
5										
6	5000	SALARIES & WAGES	71,685	92,253	85,020	97,548	75,555	\$88,200	Salaries calculated at % of total ACRL salaries as shown in salary matrix.	\$76,579
7	5010	EMPLOYEE BENEFITS	21,905	27,674	26,191	30,790	25,188	\$29,869	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$25,934
8	5011	LIFE INSURANCE								
9	5041	BLUE CROSS REFUND								
10	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0	\$0		\$0
11	5110	PROFESSIONAL SERVICES	12,573	9,348	33,250	10,000	3,000	\$3,000	SPOS Facilitator \$3,000	\$3,000
			274	557	629	700	700	\$700	Shipping and hotel handling fee for Board documents to conference. Shipment to LLX and AC \$250 x 2 = \$500	\$700
12	5150	MESSENGER SERVICE							1/3 of briefing book shipment.	
									Total transportation expenses for the SPOS, President and ED liaison travel, and President-Elect and ED training at ASAE.	
									<b>LLX:</b> Staff air travel 3 ppl x \$450 ea. (\$400 airfare + \$50 luggage fee) = \$1,350. Ground transportation 3 ppl x \$100 ea. = \$300. Total = \$1,680.	
									<b>SPOS (assuming Chicago):</b> 34 total ppl = 13 Board members air travel + 1 facilitator+ 10 committee chairs/vice-chairs; 10 staff attending, but no flights if holding in Chicago. 24 ppl X \$450 (\$400 airfare + \$50 luggage fee) = \$10,800. Ground transportation 24 ppl x \$100 ea. = \$2,400. Grand total = \$13,200.	
			17,045	21,807	18,202	16,700	2,800	\$5,940	<b>ARL/CNI/ACLS</b> for ACRL Board President and Executive Director. 6 air travel trips at \$450 (\$400 airfare + \$50 luggage fee) = \$2,700. Local ground transportation, mileage and parking reimbursement 6 trips x \$100 = \$600. Grand total = \$3,300 total.	\$19,250
									<b>ASAE:</b> Air travel for Executive Director and President elect to attend meeting. 2 ppl x \$450 (\$400 airfare + \$50 luggage fee) = \$900. Local transportation: 2 ppl x \$50 = \$100. Reimbursement for mileage and parking: 2 ppl x \$50 = \$100. Grand total = \$1,100 total.	
13	5210	TRANSPORTATION							Total lodging and per diem reimbursement expenses for SPOS, President and ED liaison travel, President-Elect and ED training at ASAE, and ACRL Board Presidential Suite at ALA Annual.	
									<b>LLX:</b> Staff hotel 3 ppl x 1 night x \$267 ea. = \$801. Per Diem: Staff meals 3 ppl x 1.5 days x \$50 per diem = \$225. Total = \$1,026.	
									<b>AC:</b> Per ALA Operating Agreement, ALA will cover staff expenses to attend Annual.	
			23,409	20,136	23,333	31,050	13,925	\$13,915	<b>SPOS (Chicago):</b> 34 ppl @ 90 total room nights X \$215 = \$19,350	\$27,876
									<b>ARL/CNI/ACLS</b> for President and ED: 6 trips x 2 nights ea. x \$250 = \$4,000. Meal reimbursement: 6 trips x 3 days x \$50 per diem = \$1,200. (\$3,900 total)	
									<b>ASAE:</b> Pres Elect & ED: 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 total)	
									<b>ACRL suite at AC:</b> \$340/night/5 nights = \$1,700	
14	5212	LODGING & MEALS				0	0	\$0		\$0
15	5214	ENTERTAINMENT				0	0	\$0		\$0
16	5216	BUSINESS MEETINGS	1,990	1,990	2,429	2,095	2,095	\$2,095	Registration fees for ASAE symposium for president-elect and ED.	\$2,650
17	5219	UNALLOCATED AMERICAN EXPRESS						\$0		\$0
18	5300	FACILITIES RENT				0	0	\$0	SPOS facility rental. See line 5301.	\$0



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Board/Exec. Cttee. FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
19	5301	CONFERENCE EQUIPMENT RENTAL	6,823	4,353	2,050	5,650	1,650	\$18,000	<b>LLX:</b> AV per max 2 hr mtg: Board Setup with Hybrid Option (projector & screen, table mics (up to 10), mixer & technician, streaming internet, video conferencing) x \$4,500 x 2 mtg = \$9,000. <b>SPOS (assuming Chicago):</b> inc. screen, LCD projector, 2 wireless mics. SPOS total = \$1,500.	<b>\$10,500</b>
20	5302	MEAL FUNCTIONS	27,078	23,684	36,236	22,881	14,471	\$8,321	<b>LLX:</b> Optional group dinner at local restaurant 16 ppl x \$45 ea.= \$720. Lunch catered at conv ctr/hotel 16 ppl x \$67 ea. = \$1,072. Total = \$1792. <b>Board meals @ AC:</b> AC Board orientation catered breakfast for 10 ppl @ \$50 ea = \$500. Optional group dinner 16 ppl @ \$45 person = \$720. Board lunch in the suite 16 ppl @ \$75 ea = \$1,200. \$150 for ED and Pres Inaugural banquet tickets. (\$2,420 total) <b>Leadership Council</b> catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4.	<b>\$34,882</b>
21									<b>SPOS (assuming Chicago) meals at hotel plus social event</b> <b>Wed</b> catered breakfast for 12 ppl @ \$50 ea = \$600 catered lunch for 12 ppl @ \$60 ea = \$720 catered break for 34 ppl @ \$50 ea = \$1,700 group dinner and event for 34 ppl @ \$75 per person = \$2,550 <b>Thurs</b> catered breakfast and break for 34 ppl @ \$50 ea = \$1,700 catered break for 34 ppl @ \$30 ea = \$1020 catered lunch for 34 ppl @ \$80 ea = \$2720 catered break for 34 ppl @ \$60 ea = \$2040 special evening event for 34 ppl @ \$115 per person + \$750 for bus rental= \$4660 group dinner for 34 ppl @ \$90 = \$3060 <b>Fri</b> catered breakfast for 34 ppl @ \$60 ea = \$2040 catered lunch for 34 ppl @ \$80 ea = \$2720 catered break for 34 ppl @ \$50 ea = \$1700 <b>Grand total = \$28,370</b>	
22	5303	EXHIBITS				0	0	\$0		<b>\$0</b>
23	5350	PROGRAM ALLOCATION	397		139	100	100	\$100	Board program expenses.	<b>\$100</b>
24	5402	PRINTING-OUTSIDE	263	162	170	333	333	\$333	Printing-outside- 1/3 share of \$700 ACRL Briefing Book	<b>\$333</b>
25	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE				0	0	\$0	Business cards for ACRL Presidents-\$100	<b>\$200</b>
26	5420	COPYRIGHT FEES				207	207	\$30	Board group photo	<b>\$30</b>
27	5430	WEB OPERATING EXPENSES	1,149	1,684	0	0	0	\$0	HBR article copyright fees for Board orientation packet. \$30	<b>\$0</b>
28	5031	STAFF DEVELOPMENT				0	0	\$0	Zoom license fees moved to 0000.	<b>\$0</b>
29	5500	SUPPLIES/OPERATING	1,185	1,173	850	750	750	\$1,200		<b>\$0</b>
30	5501	EQUIPMENT & SOFTWARE/MINOR				0	0	\$0	Supplies for Leadership Council (\$200), five Board meetings, and gifts for departing Board members.	<b>\$1,200</b>
31	5502	REFERENCE MATERIAL/PERIODICALS				0	0	\$0		<b>\$0</b>
32	5530	DEPRECIATION F/E	310	310	579	0	0	\$0	Reference Materials	<b>\$0</b>
33	5599	MISC EXPENSE	4,479	3,796	3,116	4,657	4,032	\$5,051	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>\$5,246</b>
34	5909	IUT/DIST CTR	9		68	20	20	\$68	IUT-Distribution	<b>\$68</b>
35	5910	IUT/REPRO CTR	2	3,253	21	100	100	\$100	IUT-Reprographics	<b>\$100</b>
36	<b>Expenses</b>		<b>190,578</b>	<b>212,181</b>	<b>232,282</b>	<b>223,581</b>	<b>144,926</b>	<b>\$176,922</b>		<b>\$208,648</b>
37										
38	<b>Net</b>		<b>(190,578)</b>	<b>(212,181)</b>	<b>(232,282)</b>	<b>(223,581)</b>	<b>(144,926)</b>	<b>(176,922)</b>		<b>(208,648)</b>

	A	B	C	D	E	F	G	H	I	J
1	ACRL Trends & Statistics FY2023									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Notes	2023 Budget
3	4003	DUES/LIFE MEMBERS-CURRENT				0	0	\$0		\$0
4	4004	DUES/CNTNUNG MBRS & DIV TRFR				0	0	\$0		\$0
5	4100	SALES/BOOKS	85,111	43,222	56,609	43,120	38,916	\$26,459		\$0
6	4600	ASSETS RELEASED FROM RESTRICTION				0	0	\$0		\$0
7	4601	RETURNS/CREDITS	(9,035)	(1,769)	(5,691)	(2,000)	(2,000)	(\$2,000)		\$0
8	4602	SALES/BOOKS-DISCOUNT	(863)	(41)		0	0	\$0		\$0
9	4101	SALES/PAMPHLETS				0	0	\$0		\$0
10								\$0		\$0
11	4103	SALES - ONLINE	52,333	75,385	72,188	116,117	83,034	\$168,577	ACRL Benchmark subscribers (\$540 x 400) = \$216,000	\$216,000
12	4104	SALES/RENTL MAIL LISTS				0	0	\$0		\$0
13	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0	\$0		\$0
14	4400	DONATIONS/HONORARIA				0	0	\$0		\$0
15	4420	INT/DIV				0	0	\$0		\$0
16	4421	ROYALTIES	1,993	0	447	0	447	\$0	Licensing fee (Counting Opinions) (\$3000 x 5 + 140 x \$200)	\$43,000
17	4422	ENDOWMENT GAIN/LOSS-REALIZED								
18	Revenues		129,540	116,797	123,554	157,237	120,397	\$193,036		\$259,000



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Trends &amp; Statistics FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
19										
20	5000	SALARIES & WAGES	10,417	12,173	14,535	19,465	12,916	\$35,638	Salaries @ % of ACRL salaries per salary matrix	<b>\$71,884</b>
21	5001	WAGES/TEMPORARY EMPLOYEES								
22	5002	OVERTIME WAGES				0				
23	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0</b>
24	5010	EMPLOYEE BENEFITS	3,183	3,652	4,477	6,144	4,306	\$12,069	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$24,344</b>
25	5110	PROFESSIONAL SERVICES	84,500	51,000	54,500	50,000	68,000	\$70,491	Professional Services - Omeda (\$2,000); Survey Monkey (\$3,879); Proximo (\$6,000); Payback to PLA (\$21,500); Depreciation (\$21,000)	<b>\$54,379</b>
26	5120	LEGAL FEES				0	0	\$0		<b>\$0</b>
27	5121	AUDIT/TAX FEES				0	0	\$0		<b>\$0</b>
28	5122	BANK S/C	776	527	666	527	666	\$666	Bank service charge (based on FY19 actual)	<b>\$666</b>
29	5130	LOBBYING / CONSULTING								
30	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0		<b>\$0</b>
31	5402	PRINTING-OUTSIDE	4,123	1,022	2,539	842	1,359	\$1,000	Outside printing –	<b>\$0</b>
32	5403	BINDING-OUTSIDE		21	0	0	0	\$0		<b>\$0</b>
33	5414	SUPPLIES/PRODUCTION				0	0	\$0		<b>\$0</b>
34	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		23	38	23	38	\$0	Pre-Press/Photographic (FY19 actual)	<b>\$0</b>
35	5416	ADVERTISING PRODUCTION COST				0	0	\$0		<b>\$0</b>
36	5420	COPYRIGHT FEES				0	0	\$0	Copyright fees (FY18 actual)	<b>\$0</b>
37	5430	WEB OPERATING EXPENSES	5,000		15,131	30,000	30,000	\$3,000	Web hosting (Azzure - \$3000)	<b>\$3,000</b>
38	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0	\$0		<b>\$0</b>
39	5432	PURCHASED INVENTORY				0	0	\$0		<b>\$0</b>
40	5433	ORDER PROCESSING/FULFILLMENT	4,016	4,448	7,108	1,984	1,790	\$7,755	Transaction fee (4.6% x line 4103)	<b>\$9,936</b>
41	5480	COST OF SALES	19,868	10,237	69,307	12,936	11,675	\$50,573	Cost of sales, calculated as 30% of sales (line 4103)	<b>\$64,800</b>
42	5490	INVENTORY ADJUSTMENT	(74,642)	(32,319)	(37,556)	(50,865)	(69,397)	(\$34,000)	Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420. Starting in FY23, no inventory adjustment due to no print publications.	<b>\$0</b>
43	5499	INVENTORY RESERVE ADJUSTMENT	4,794	1,488		1,035	934	\$4,046	Calculated as 2.4% of line 4103	<b>\$5,184</b>
44	5030	STAFF RECRUITMENT/RELOCATION				0	0			
45	5522	TELEPHONE/FAX				0	0	\$0		<b>\$0</b>
46	5523	POSTAGE/E-MAIL	1,878	173	250	173	250	\$0	Postage (print edition discontinued)	<b>\$0</b>
47	5530	DEPR/FURN & EQUIPMENT								<b>\$0</b>
48	5540	ROYALTY EXPENSE				0	0	\$0	No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units	<b>\$0</b>
49	5541	COLLECTION EXPENSE								
50	5543	BAD DEBT EXPENSE	1,100	1,211	0	1,578	1,204	\$1,930	Bad debt (1% of gross revenues)	<b>\$2,590</b>
51	5599	MISC EXPENSE	651	502	527	913	689	\$2,041	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>\$4,924</b>
52	5911	IUT/OVERHEAD	16,836	15,417	16,312	20,910	15,953	\$25,577	IUT-Overhead: 50 % ALA rate	<b>\$34,318</b>
53	5998	IUT/ALLOCATIONS				0	0	\$0		<b>\$0</b>
54	5600	TAXES/INCOME								
55	<b>Expenses</b>		<b>82,499</b>	<b>69,574</b>	<b>147,833</b>	<b>95,665</b>	<b>80,383</b>	<b>\$180,786</b>		<b>\$276,025</b>
56										
57	<b>Net</b>		<b>47,040</b>	<b>47,222</b>	<b>(24,280)</b>	<b>61,572</b>	<b>40,014</b>	<b>\$12,250</b>		<b>(\$17,025)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Advisory Services FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4429	OVHHD-EXMPT REVENUE/DIVISIONS				0	0	\$0		\$0
4	4430	MISCELLANEOUS FEES	0			0	0	\$0		\$0
5	4490	MISCELLANEOUS REVENUE	82,350	27,050	33,490	88,500	42,500	\$52,000	Revenue for consulting services: • 3 external reviews x \$13000/review • 2 one-day retreats (strategic planning/team building) x \$14000/retreat • 2 facilitative support for library leaders x \$7,500/each • 0 peer feedback on internal self-study reports x \$4300/peer review • 0 review of planned search for library dean/director \$11,200 • 0 input from campus stakeholders \$3,700 • 0 half-day facilitation retreats x \$3,000 • 0 one-year strategic planning quarterly follow-ups x \$3,000	\$82,000
6	<b>Revenues</b>		<b>82,350</b>	<b>27,050</b>	<b>33,490</b>	<b>88,500</b>	<b>42,500</b>	<b>\$52,000</b>		<b>\$82,000</b>
7										
8	5000	SALARIES & WAGES	39,653	50,047	15,582	14,821	13,033	\$19,864	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	\$19,046
9	5001	WAGES/TEMPORARY EMPLOYEES								
10	5002	OVERTIME WAGES				0				
11	5005	ATTRITION FACTOR				0	0	\$0		\$0
12	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
13	5010	EMPLOYEE BENEFITS	12,114	15,013	4,800	4,678	4,345	\$6,727	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,450
14	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0	\$0		\$0
15	5110	PROFESSIONAL SERVICES	43,500	26,825	34,255	81,475	27,200	\$24,400	Consultant Services • 3 full external reviews: 4 adjuncts x \$3,500 (assumes 2 visits @ 1 adjunct and 1 staff, 1 visit @ 2 adjuncts) • 2 one-day strategic planning retreats: 4 adjuncts x \$3,750 (assumes each retreat includes 2 adjuncts, 0 staff) • 1 facilitative support: 2 adjuncts x \$3,000	\$35,000
16	5122	BANK S/C	0	103	16	0	100	\$100		\$100

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Advisory Services FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
17	5210	TRANSPORTATION	42	2,550	43	1,500	1,500	\$1,500	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).	<b>\$1,500</b>
18	5212	LODGING & MEALS	(894)	72	902	300	300	\$300	Lodging & Meals	<b>\$300</b>
19	5501	EQUIPMENT & SOFTWARE/MINOR				0	0	\$0		<b>\$0</b>
20	5502	REFERENCE MATERIAL/PERIODICALS				0	0	\$0	Reference material	<b>\$0</b>
21	5560	ORG SUPPORT/CONTRIBUTION				(35,025)	0	\$0		<b>\$0</b>
22	5599	MISC EXPENSE	2,478	2,059	565	761	695	\$1,137	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>\$1,305</b>
23	5904	TRANSFER TO/FROM ENDOWMENT				0	0	\$0		<b>\$0</b>
24	5905	IUT/TELEPHONE				0	0	\$0	Telephone (based on last year's actual)	<b>\$0</b>
25	5906	IUT/ORDER BILLING				0	0	\$0		<b>\$0</b>
26	5908	IUT/MAINTENANCE				0	0	\$0		<b>\$0</b>
27	5909	IUT/DIST CTR	5			0	0	\$0	Postage(based on last year's actual)	<b>\$0</b>
28	5910	IUT/REPRO CTR	41			40	40	\$40	Copying (based on last year's actual)	<b>\$40</b>
29	5999	IUT/MISC				0	0	\$0		<b>\$0</b>
30	5911	IUT/OVERHEAD	10,870	3,571	4,437	11,726	5,631	\$6,890	IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490).	<b>\$10,865</b>
31	5998	IUT/ALLOCATIONS				0	0	\$0		<b>\$0</b>
32	5600	TAXES/INCOME								
33	<b>Expenses</b>		<b>107,809</b>	<b>100,239</b>	<b>60,600</b>	<b>80,276</b>	<b>52,844</b>	<b>\$60,958</b>		<b>\$74,606</b>
34										
35	<b>Net</b>		<b>(25,459)</b>	<b>(73,189)</b>	<b>(27,110)</b>	<b>8,224</b>	<b>(10,344)</b>	<b>(\$8,958)</b>		<b>\$7,394</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Standards Distribution FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4400	DONATIONS/HONORARIA				0	0	\$0		\$0
4	4420	INT/DIV				0	0	\$0		\$0
5	4421	ROYALTIES			165	0	0	\$0		\$0
6	4422	ENDOWMENT GAIN/LOSS-REALIZED								
7	4423	ENDWMNT GAIN/LOSS-UNREALIZED								
8	4429	OVHRD-EXMPT REVENUE/DIVISIONS	1,802	2,204	1,299	4,000	850	\$250	Overhead exempt revenue for standards distribution and Framework booklets. Expect continued negligible revenue in FY23 unless things like RoadShows etc resume on an in-person model after the pandemic.	\$250
9	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
10	4490	MISCELLANEOUS REVENUE		500		0	0	\$0		\$0
11	<b>Revenues</b>		<b>1,802</b>	<b>2,704</b>	<b>1,464</b>	<b>4,000</b>	<b>850</b>	<b>\$250</b>		<b>\$250</b>
12										
13	5000	SALARIES & WAGES	5,421	7,585	2,082		1,850	\$7,347	Salaries % of ACRL total salaries listed in the salary matrix	\$380
14	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
15	5010	EMPLOYEE BENEFITS	1,657	2,276	641	0	617	\$2,488	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$129

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Standards Distribution FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
16	5121	AUDIT/TAX FEES				0	0	\$0		\$0
17	5122	BANK S/C	51	71	39	0	0	\$0		\$0
18	5130	LOBBYING / CONSULTING								
19	5140	EQUIP/FURN REPAIRS				0	0	\$0		\$0
20	5141	MAINTENANCE AGREEMENTS								
21	5150	MESSENGER SERVICE		23	66	0	37	\$37	Books now sent through USPS through Distribution Center, expenses in 5909	\$0
22	5216	BUSINESS MEETINGS				0	0	\$0		\$0
23	5350	PROGRAM ALLOCATION				0	0	\$0		\$0
24	5400	EDITORIAL/PROOFREADING/OUTSIDE		102		0	0	\$0		\$0
25	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0		\$0
26	5402	PRINTING-OUTSIDE	2,533	4,580	5,522	2,500	1,000	\$250	Printing of standards, guidelines/framework. Budgeting very small amount for printing due to existing inventory and lack of sales in FY20 and FY21.	\$250
27	5522	TELEPHONE/FAX				0	0	\$0		\$0
28	5523	POSTAGE/E-MAIL	60	140		150	0	\$0	Mailing of booklets now in 5909.	\$0
29	5525	UTILITIES				0	0	\$0		\$0
30	5530	DEPRECIATION F/E	23	25	14	0	0	\$0		\$0
31	5531	DEPRECIATION BUILDING				0	0	\$0		\$0
32	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		\$0
33	5599	MISC EXPENSE	339	312	75	383	99	\$421	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.	\$26
34	5908	IUT/MAINTENANCE				0	0	\$0		\$0
35	5909	IUT/DIST CTR	106	180	153	200	100	\$50	IUT-Distribution (UPS or USPS mailing of booklets, based on FY20, FY21 actual and historical).	\$40
36	5910	IUT/REPRO CTR				50	50	\$0	IUT - Reprographics (printing expenses in 5402, using local printers for regional workshops). Don't expect expenses in this line in FY23.	\$0
37	5912	IUT-Copyediting/Proofreading				0	0	\$0		\$0
38	5999	IUT/MISC				0	0	\$0	IUT-Misc.	\$0
39	<b>Expenses</b>		<b>10,190</b>	<b>15,293</b>	<b>8,592</b>	<b>3,283</b>	<b>3,753</b>	<b>\$10,593</b>		<b>\$825</b>
40										
41	<b>Net</b>		<b>(8,388)</b>	<b>(12,589)</b>	<b>(7,128)</b>	<b>717</b>	<b>(2,903)</b>	<b>(\$10,343)</b>		<b>(\$575)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Awards FY2023</b>									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
3	4400	DONATIONS/HONORARIA	11,500	13,250	16,250	12,000	14,500	\$0	Normal allocation: \$3000 from GOBI Library Solutions from EBSCO for EAL ceremonies; \$4,500 from EBSCO for CJCLS awards (\$1,500) and IS Innovation award (\$3,000); \$1,000 from SCELIC for CLS award; \$2,500 from American Psychological Association for EBSS award; \$2,500 from De Gruyter for ESS Grant (estimate, actual figure in euros) \$1,000 from Carrick Enterprises for Rockman Publication award; \$1,000 from Library Juice Academy for ULS award; \$1,500 from Duke University Press for WGSS awards;  All other awards given directly to winners by donors	<b>\$17,000</b>
4	4429	OVRHD-EXMPT REVENUE/DIVISIONS			4,500	0	0	\$0	Normal Administrative Fees:  \$1000 Academic/Research Librarian of the year; \$300 for 2 CJCLS awards; \$200 for CLS; \$300 DLS award; \$500 EBSS award; \$500 ESS grant (estimate, actual figure in euros); \$600 for IS Innovation award; \$200 IS Ilene Rockman Publication of the year; \$300 PPIRS award; \$200 ULS award; \$300 WGSS awards \$500 Atkinson Endowment admin fee IUTs from unfunded awards: \$200 IS Dudley award	<b>\$5,400</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Awards FY2023</b>									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
5	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
6	4490	MISCELLANEOUS REVENUE	4,800	4,200	0	4,600	5,100	\$0		\$0
7	<b>Revenues</b>		<b>16,300</b>	<b>17,450</b>	<b>20,750</b>	<b>16,600</b>	<b>19,600</b>	<b>\$0</b>		<b>\$22,400</b>
8										
9	5000	SALARIES & WAGES	15,576	22,820	24,676	25,083	21,929	\$23,136	Salaries % of ACRL total salaries listed in the salary matrix	\$27,234
10	5010	EMPLOYEE BENEFITS	4,759	6,846	7,602	7,917	7,311	\$7,835	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$9,223
11	5122	BANK S/C		192	248	0	0	\$0		\$0
12	5150	MESSENGER SERVICE	49	159	14	0	0	\$0		\$0
13	5151	DUPLICATION/OUTSIDE				0				
14	5210	TRANSPORTATION	662		9	0	0	\$0		\$0
15	5212	LODGING & MEALS	874			0	0	\$0		\$0
16	5304	SPEAKER/GUEST EXPENSE				0	0	\$0	0	\$0
17	5305	SPEAKER/GUEST HONORARIUM				0	0	\$0	0	\$0
18	5306	AWARDS	11,674	13,054	14,350	12,100	14,600	\$0	Normal Monetary Prizes: \$1,500 for CJCLS awards; \$1,000 for CLS award; \$2,500 for EBSS award; \$2,500 for ESS Grant (estimate, actual figure in euros) \$3,000 for IS Innovation award; \$1,000 for Rockman Publication award; \$1,000 for ULS award; \$1,500 for WGSS awards;  Normal Award Production: \$600 for Excellence Award pieces (Crystal Cave) \$1,600 for award plaques (Scribes)  All other awards given directly to recipients by donors	\$16,200

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Awards FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
19	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		\$0
20	5350	PROGRAM ALLOCATION	3,464	3,383	1,139	3,000	3,000	\$0	Travel funds for ACRL officers to attend Excellence Award ceremonies on recipients' campuses.	\$3,000
21	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0	\$0		\$0
22	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0		\$0
23	5402	PRINTING-OUTSIDE				0	0	\$0		\$0
24	5522	TELEPHONE/FAX				0	0	\$0		\$0
25	5523	POSTAGE/E-MAIL				0	0	\$0		\$0
26	5525	UTILITIES				0	0	\$0		\$0
27	5530	DEPRECIATION F/E	67	76	168	0	0	\$0		\$0
28	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		\$0
29	5599	MISC EXPENSE	973	939	894	1,157	1,170	\$1,325	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.	\$1,865
30	5903	IUT/SUBS PROC				0	0	\$0		\$0
31	5904	TRANSFER TO/FROM ENDOWMENT			(500)	0	0	\$0		\$0
32	5905	IUT/TELEPHONE				0	0	\$0	IUT-Telephone	\$0
33	5906	IUT/ORDER BILLING				0	0	\$0		\$0
34	5908	IUT/MAINTENANCE				0	0	\$0		\$0
35	5909	IUT/DIST CTR	65	101	76	150	150	\$150		\$100
36	5910	IUT/REPRO CTR				0	0	\$0		\$0
37	5942	IUT/ADVERTISING				0	0	\$0		\$0
38	5999	IUT/MISC				0	0	\$0	IUT-Misc.	\$0
39	5911	IUT/OVERHEAD			0	0	0	\$0		\$0
40	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
41	5600	TAXES/INCOME								
42	<b>Expenses</b>		<b>38,163</b>	<b>47,571</b>	<b>48,676</b>	<b>49,407</b>	<b>48,160</b>	<b>\$32,446</b>		<b>\$57,622</b>
43										
44	<b>Net</b>		<b>(21,863)</b>	<b>(30,121)</b>	<b>(27,926)</b>	<b>(32,807)</b>	<b>(28,560)</b>	<b>(\$32,446)</b>		<b>(\$35,222)</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Chapters FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES								
4	4490	MISCELLANEOUS REVENUE								
5	<b>Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>		<b>\$0</b>
6										
7	5000	SALARIES & WAGES	3,776	14,720	9,309		8,273	\$11,223	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.	<b>\$10,229</b>
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES					0	\$0		<b>\$0</b>
10	5005	ATTRITION FACTOR					0	\$0		<b>\$0</b>
11	5009	ACCRUED VACATION WAGES					0	\$0		<b>\$0</b>
12	5010	EMPLOYEE BENEFITS	1,155	4,416	2,868		2,758	\$3,801	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$3,464</b>
13	5141	MAINTENANCE AGREEMENTS								
14	5150	MESSANGER SERVICE					0	\$0	Messenger Service	<b>\$0</b>
15	5151	DUPLICATION/OUTSIDE					0	\$0		<b>\$0</b>
16	5210	TRANSPORTATION	228	3,299	2,494		4,000	\$1,200	Travel for ACRL officer speakers \$400 per event; 3 visits for FY22.	<b>\$1,200</b>
17	5212	LODGING & MEALS	1,247	522	714		2,600	\$780	Lodging & meals for ACRL officer speakers. 3 trips in FY22: 1 night lodging @ \$160 per night and \$50 per diem x 2 days ea.	<b>\$780</b>
18	5214	ENTERTAINMENT					0	\$0		<b>\$0</b>
19	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR					0	\$0		<b>\$0</b>
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS					0	\$0		<b>\$0</b>
21	5350	PROGRAM ALLOCATION	3,683	3,816	2,823		4,500	\$4,500	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.	<b>\$4,500</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Chapters FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
22	5400	EDITORIAL/PROOFREADING/OUTSIDE					0	\$0		\$0
23	5401	TYPESETTING/COMPOSITION-OUTSD					0	\$0		\$0
24	5402	PRINTING-OUTSIDE					0	\$0	Printing outside	\$0
25	5403	BINDING-OUTSIDE					0	\$0		\$0
26	5031	STAFF DEVELOPMENT					0	\$0		\$0
27	5500	SUPPLIES/OPERATING					0	\$0	Supplies (Chapters Council)	\$0
28	5501	EQUIPMENT & SOFTWARE/MINOR					0	\$0		\$0
29	5502	REFERENCE MATERIAL/PERIODICALS					0	\$0		\$0
30	5510	INSURANCE					0	\$0		\$0
31	5520	EQUIPMENT RENTAL/LEASE					0	\$0		\$0
32	5521	SPACE RENT					0	\$0		\$0
33	5522	TELEPHONE/FAX					0	\$0	Reimbursed phone/fax (Chapters Council)	\$0
34	5523	POSTAGE/E-MAIL					0	\$0	Postage	\$0
35	5525	UTILITIES					0	\$0		\$0
36	5530	DEPRECIATION F/E	16	49	63		0	\$0		\$0
37	5531	DEPRECIATION BUILDING					0	\$0		\$0
38	5560	ORG SUPPORT/CONTRIBUTION					0	\$0		\$0
39	5599	MISC EXPENSE	236	605	337		441	\$643	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.	\$701
40	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
41	5905	IUT/TELEPHONE					10	\$0	IUT-Telephone	\$0
42	5906	IUT/ORDER BILLING					0	\$0		\$0
43	5908	IUT/MAINTENANCE					0	\$0		\$0
44	5909	IUT/DIST CTR	76	115	27		125	\$125	IUT-Distribution	\$125
45	5910	IUT/REPRO CTR					0	\$0	IUT-Reprographics (based on FY2018 actual)	\$0
46	5998	IUT/ALLOCATIONS					0	\$0		\$0
47	5600	TAXES/INCOME								
48	<b>Expenses</b>		<b>10,417</b>	<b>27,541</b>	<b>18,636</b>	<b>0</b>	<b>22,707</b>	<b>\$22,272</b>		<b>\$20,999</b>
49										
50	<b>Net</b>		<b>(10,417)</b>	<b>(27,541)</b>	<b>(18,636)</b>	<b>0</b>	<b>(22,707)</b>	<b>(\$22,272)</b>		<b>(\$20,999)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Committees &amp; Interest Groups FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4400	DONATIONS/HONORARIA	1,000							
4	4430	MISCELLANEOUS FEES								
5	4490	MISCELLANEOUS REVENUE								
6	<b>Revenues</b>		<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>		<b>\$0</b>
7										
8	5000	SALARIES & WAGES	71,085	109,859	97,264		86,436	\$95,581	Salaries % of ACRL total salaries listed in salary matrix	<b>\$107,250</b>
9	5010	EMPLOYEE BENEFITS	21,722	32,956	29,963		28,816	\$32,369	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$36,321</b>
10	5122	BANK S/C	29				0	\$0		<b>\$0</b>
11	5150	MESSENGER SERVICE	57				55	\$55	Messenger Service - share of Briefing Book shipping	<b>\$55</b>
12	5302	MEAL FUNCTIONS	4,722	4,206	2,469		4,464	\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	<b>\$1,250</b>
13	5350	PROGRAM ALLOCATION	1,455				600	\$600	Division-level committees are entitled to up to \$150 each, but this line is budgeted based on historical actual requests.	<b>\$600</b>
14	5400	EDITORIAL/PROOFREADING/OUTSIDE					0	\$0		<b>\$0</b>
15	5401	TYPESETTING/COMPOSITION-OUTSD					0	\$0		<b>\$0</b>
16	5402	PRINTING-OUTSIDE	151	162	155		233	\$233	Outside printing - (share of \$700 ACRL Briefing Book)	<b>\$233</b>
17	5420	COPYRIGHT FEES					0	\$0		<b>\$0</b>
18	5430	WEB OPERATING EXPENSES	1,149	1,682			0	\$0	Zoom license fees moved to 0000.	<b>\$0</b>
19	5500	SUPPLIES/OPERATING	310				100	\$100		<b>\$100</b>
20	5530	DEPRECIATION F/E	307	368	663		0	\$0		<b>\$0</b>
21	5560	ORG SUPPORT/CONTRIBUTION					0	\$0		<b>\$0</b>
22	5599	MISC EXPENSE	4,442	4,519	3,525		4,612	\$5,473	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>\$7,346</b>
23	5908	IUT/MAINTENANCE					0	\$0		<b>\$0</b>
24	5909	IUT/DIST CTR	4				10	\$0	IUT- Distribution	<b>\$0</b>
25	5910	IUT/REPRO CTR			91		10	\$0	IUT-Reprographics	<b>\$0</b>
26	<b>Expenses</b>		<b>105,432</b>	<b>153,752</b>	<b>134,130</b>	<b>0</b>	<b>125,336</b>	<b>\$135,661</b>	<b>0</b>	<b>\$153,155</b>
27										
28	<b>Net</b>		<b>(104,432)</b>	<b>(153,752)</b>	<b>(134,130)</b>	<b>0</b>	<b>(125,336)</b>	<b>(\$135,661)</b>	<b>0</b>	<b>(\$153,155)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Sections FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4142	ADVERTISING/CLASSIFIED				0	0	\$0		\$0
4	4200	REGISTRATION FEES		3,550		0	0	\$0		\$0
5	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0	\$0		\$0
6	4400	DONATIONS/HONORARIA	2,500			0	0	\$0		\$0
7	4420	INT/DIV				0	0	\$0		\$0
8	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
9	<b>Revenues</b>		<b>2,500</b>	<b>3,550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>		<b>\$0</b>
10										
11	5000	SALARIES & WAGES	47,612	69,323	66,426	71,829	59,031	\$67,169	Salaries calculated at % of total ACRL salaries per time study.	\$64,967
12	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
13	5010	EMPLOYEE BENEFITS	14,549	20,796	20,463	22,672	19,680	\$22,747	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$22,001
14	5121	AUDIT/TAX FEES				0	0	\$0		\$0
15	5122	BANK S/C	71		(1)	350	350	\$0	Bank service fee.	\$0
16	5130	LOBBYING / CONSULTING								
17	5150	MESSANGER SERVICE		21		0	0	\$0		\$0
18	5212	LODGING & MEALS		200		0	0	\$0		\$0
19	5301	CONFERENCE EQUIPMENT RENTAL				0	0	\$0		\$0
20	5302	MEAL FUNCTIONS	4,722	4,206	2,469	4,464	0	\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	\$1,250
21	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		\$0
22	5350	PROGRAM ALLOCATION	22,966	28,377	25,069	27,943	27,943	\$49,443	Basic support for sections and interest groups: ANSS 1,145; Arts 1,332; CJCLS 1,716; CLS 2,721; DOLS 1,803; DSS 2,103; EBSS 1,370; ESS 1,158; IS 3,621; LES 1,171; PPIRS 1,095; RBMS 1,962; STS 1,679, ULS 3,780; WGSS 1,287.  Interest Groups are entitled to up to \$150. Budget based on historical actual: 1,500.  \$20,000 RBMS profit share from FY21 is being expended in FY22. The FY21 year-end credit is added to the FY22 beginning net asset balance, so is not shown as a credit for FY22.	\$49,443
23	5402	PRINTING-OUTSIDE		236		0	0	\$0		\$0
24	5430	WEB OPERATING EXPENSES	1,149	1,681		0	0	\$0	Zoom license fees moved to 0000.	\$0
25	5031	STAFF DEVELOPMENT				0	0	\$0		\$0
26	5500	SUPPLIES/OPERATING	55	0		0	0	\$0		\$0
27	5530	DEPRECIATION F/E	206	232	453	0	0	\$0		\$0
28	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		\$0
29	5599	MISC EXPENSE	2,975	2,851	2,407	3,501	3,150	\$3,846	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.	\$4,450
30	5909	IUT/DIST CTR	4	4	6	15	15	\$15	IUT-Distribution	\$15
31	5942	IUT/ADVERTISING				0	0	\$0	IUT-Advertising	\$0
32	5999	IUT/MISC				0	0	\$0		\$0
33	5911	IUT/OVERHEAD		937		0	0	\$0		\$0
34	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
35	5600	TAXES/INCOME								
36	<b>Expenses</b>		<b>94,308</b>	<b>128,865</b>	<b>117,292</b>	<b>130,774</b>	<b>110,169</b>	<b>\$144,470</b>		<b>\$142,126</b>
37										
38	<b>Net</b>		<b>(91,808)</b>	<b>(125,315)</b>	<b>(117,292)</b>	<b>(130,774)</b>	<b>(110,169)</b>	<b>(\$144,470)</b>		<b>(\$142,126)</b>

	A	B	C	D	E	F	G	H	I	J
1	ACRL C&RL FY2023									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Notes	2023 Budget
3	4140	ADVERTISING/GROSS					0	\$0	Print ceased in FY14, so no print ad revenue in FY22	\$0
4	4143	ADVERTISING/ON-LINE	13,365	0			0	\$0	Advertising sales estimated from online sales per Choice estimate (advertising moved to 4429)	\$0
5	4610	COMMISSION/LINE ADV		(34)	(299)		(300)	(\$675)	Advertising representatives' commissions, 3% of online sales. FY23 budgeted online sales \$15,000	(\$675)
6	4611	COMMISSION/SALES REP	(596)	(225)	19		0	\$0	Advertising representatives' commissions, not applicable	\$0
7	4420	INT/DIV					0	\$0		\$0
8	4421	ROYALTIES	8,374	7,517	7,035		6,500	\$5,000	Royalties from aggregators, based on FY21 actual with continued small decline year to year	\$4,500
9	4429	OVRHD-EXMPT REVENUE/DIVISIONS		7,500	9,300		10,000	\$15,000	Ad revenue based on Choice estimate 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.	\$15,000
10	4430	MISCELLANEOUS FEES					0	\$0		\$0
11	4490	MISCELLANEOUS REVENUE					0	\$0		\$0
12	Revenues		21,142	14,758	16,054	0	16,200	\$19,325	\$18,825	
13										
14	5000	SALARIES & WAGES	14,922	19,141	16,684		14,826	\$18,544	Salaries calculated at % of total ACRL salaries listed in salary matrix.	\$17,515
15	5009	ACCRUED VACATION WAGES					0	\$0		\$0
16	5010	EMPLOYEE BENEFITS	4,559	5,742	5,219		4,943	\$6,280	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,932
17	5110	PROFESSIONAL SERVICES	10,200	9,554	9,288		12,500	\$12,500	Professional Services - current distribution Editor □3000 Social Media Editor □2000 Book Review Editor □2100 Editorial Assistant 1 □1500 Editorial Assistant 2 □1500	\$12,500
18	5122	BANK S/C		14	361		50	\$50	Bank service fee, based on FY21 actual	\$30

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
19	5150	MESSENGER SERVICE	116				100	\$100	Messenger service, no expenses for this line in FY20 or FY21 actual	\$0
20	5151	DUPLICATION/OUTSIDE					0	\$0		\$0
21	5210	TRANSPORTATION					0	\$0	Travel Out-of-town, expenses for editor to attend relevant conferences (\$1,000 travel allowance transferred to professional services at request of editor)	\$0
22	5305	SPEAKER/GUEST HONORARIUM					0	\$0	Honorarium, stipend for editor (\$1,500 Honorarium transferred to professional services at request of editor)	\$0
23	5350	PROGRAM ALLOCATION					0	\$0		\$0
24	5400	EDITORIAL/PROOFREADING/OUTSIDE	4,750	5,350	5,250		5,250	\$5,250	Editorial/Proofread; 35 hr/issue x\$25/hr.x 7 issues	\$6,125
25	5401	TYPESETTING/COMPOSITION-OUTSD					0	\$0	Typesetting	\$0
26	5402	PRINTING-OUTSIDE					0	\$0	Outside printing. No printing after Nov. 2013.	\$0
27	5403	BINDING-OUTSIDE					0	\$0	NA	\$0
28	5404	DESIGN SERVICE-OUTSIDE					0	\$0		\$0
29	5406	REVIEW SERVICE					0	\$0		\$0
30	5410	MAIL SERVICE-OUTSIDE					0	\$0	Mail service--outside. Includes handling. No mailing after Nov. 2013.	\$0
31	5430	WEB OPERATING EXPENSES	18,850	6,996	4,662		5,965	\$5,965	C&RL costs for online journal hosting (estimated 105 total articles over 7 issues at \$42 per article, \$1,800 annual altmetric fee, \$500 portico preservation fee)	\$6,710
32	5501	EQUIPMENT & SOFTWARE/MINOR	4,830				0	\$0	"Editorial Assistant" (peer-review software) - moved from previous system to OJS in June 2017, no additional cost for using OJS system	\$0
33	5525	UTILITIES					0	\$0		\$0
34	5530	DEPRECIATION F/E	65	64	114		0	\$0		\$0
35	5543	BAD DEBT EXPENSE	0				0	\$0	Bad debt, @ 1% sales (4103+4109+4140)	\$0
36	5560	ORG SUPPORT/CONTRIBUTION					0	\$0		\$0
37	5599	MISC EXPENSE	932	787	605		791	\$1,062	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.	\$1,200
38	5909	IUT/DIST CTR		32			25	\$25	IUT-Distribution	\$25
39	5910	IUT/REPRO CTR					0	\$0	IUT-Reprographics	\$0
40	5942	IUT/ADVERTISING	6,373	5,672	6,081		6,181	\$362	IUT-Choice - C&RL share of the amount paid to Choice to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line. Based on projected ad sales and FY21 actual.	\$4,500
41	5999	IUT/MISC					0	\$0		\$0
42	5911	IUT/OVERHEAD	0				0	\$0	IUT-Overhead: 50 % ALA rate on (4103+4601+4109+4110)	\$0
43	5998	IUT/ALLOCATIONS					300	\$300		\$300
44	5600	TAXES/INCOME	0	0	0			\$240	Unrelated Business Income Tax (UBIT), 3% of gross advertising revenue (4429)	\$240
45	<b>Expenses</b>		<b>65,598</b>	<b>53,352</b>	<b>48,263</b>	<b>0</b>	<b>50,931</b>	<b>\$50,678</b>	<b>\$55,077</b>	
46										
47	<b>Net</b>		<b>(44,455)</b>	<b>(38,594)</b>	<b>(32,209)</b>	<b>0</b>	<b>(34,731)</b>	<b>(\$31,353)</b>	<b>(\$36,252)</b>	

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL News FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4601	RETURNS/CREDITS				0	0	\$0	Returns/Credits - based on historical	\$0
4	4109	SALES/MISC	54			50	25	\$25	Sales of back issues (based on fy21 actual and historical)	\$25
5	4110	SUBSCRIPTIONS	16,216	16,094	13,992	14,817	13,517	\$4,312	Subscriptions (News became an online only publication in January 2022)	\$0
6	4140	ADVERTISING/GROSS	112,795	0		0	0	\$0	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.	\$0
7	4143	ADVERTISING/ON-LINE	95,938	64,156	88,200	62,000	75,000	\$90,000	Online advertising revenue based on Choice estimate of sponsorships of ACRL Update e-newsletter, Keeping Up With newsletter. ACRL Delivers eblasts	\$110,000
8	4610	COMMISSION/LINE ADV	(3,234)	(1,371)	(3,823)	(2,160)	(2,160)	(\$4,725)	Advertising representatives' commissions based on choice estimate of net online advertising revenue (website ads, etoc and newsletter sponsorships, eblasts)	(\$4,725)
9	4611	COMMISSION/SALES REP	(8,326)	(4,310)	(4,912)	(1,950)	(1,950)	(\$675)	Advertising representatives' commissions based on choice estimate of print advertising revenue for 4 issues. THIS CHANGED 8/21 BUT CELL ALREADY RED AS NEG REVENUE	(\$675)
10	4612	COMMISSION/ADVERTISING AGENCY				0	0	\$0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
11	4142	ADVERTISING/CLASSIFIED	433,651	415,063	408,078	414,000	205,000	\$340,000	Classified ad revenue - share of JobLIST ad sales (based on FY21 actual and future projceted trends)	\$420,000
12	4420	INT/DIV				0	0	\$0		\$0
13	4421	ROYALTIES	1,459	1,572	1,493	2,900	1,500	\$1,500	Royalties – aggregators (based on average of FY19,20,21.)	\$1,600
14	4422	ENDOWMENT GAIN/LOSS-REALIZED								
15	4423	ENDWMNT GAIN/LOSS-UNREALIZED								
16	4429	OVRED-EXMPT REVENUE/DIVISIONS		78,760	110,930	75,000	70,000	\$30,000	Includes online advertising revenue based on revised Choice estimate; 1 etoc per issue. Since C&RL News is provided as a perquisite to members, ads directly related to this publication are exempt from overhead per the operating agreement.	\$15,000
17	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
18	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
19	<b>Revenues</b>		<b>648,554</b>	<b>569,964</b>	<b>613,958</b>	<b>564,657</b>	<b>360,932</b>	<b>\$460,437</b>		<b>\$541,225</b>



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1	<b>ACRL C&amp;RL News FY2023</b>									
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20										
21	5000	SALARIES & WAGES	134,600	180,643	162,848	188,276	144,719	\$175,034	Salaries calculated at % of total ACRL salaries listed in salary matrix	<b>\$175,270</b>
22	5001	WAGES/TEMPORARY EMPLOYEES								
23	5002	OVERTIME WAGES				0				
24	5005	ATTRITION FACTOR				0	0	\$0		<b>\$0</b>
25	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0</b>
26	5010	EMPLOYEE BENEFITS	41,130	54,189	52,682	59,427	48,246	\$59,276	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$59,356</b>
27	5011	LIFE INSURANCE								
28	5110	PROFESSIONAL SERVICES	27,000	18,000	18,000	18,000	18,000	\$19,200	Professional Service, outsourcing platform for ALA JobLIST, the online career center, shared with American Libraries; also includes \$4,000 to provide authors with a free ACRL webcast per agreement with Margot Conahan	<b>\$22,000</b>
29	5120	LEGAL FEES				0	0	\$0		<b>\$0</b>
30	5121	AUDIT/TAX FEES				0	0	\$0		<b>\$0</b>
31	5122	BANK S/C	2,873	3,694	1,271	3,987	4,227	\$3,250	Payment processing fees - approx 3.0% of product ad revenues	<b>\$3,750</b>
32	5130	LOBBYING / CONSULTING								
33	5140	EQUIP/FURN REPAIRS				0	0	\$0		<b>\$0</b>
34	5141	MAINTENANCE AGREEMENTS								
35	5150	MESSENGER SERVICE	3,309	4,406	3,898	4,500	4,000	\$1,417	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
36	5151	DUPLICATION/OUTSIDE				0				
37	5210	TRANSPORTATION				0	0	\$0		<b>\$0</b>
38	5350	PROGRAM ALLOCATION				0	0	\$0		<b>\$0</b>
39	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0	\$0	Proofreading as needed (based on historical trends)	<b>\$0</b>
40	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0	No longer a charge item.	<b>\$0</b>
41	5402	PRINTING-OUTSIDE	77,431	97,896	101,919	105,732	110,000	\$43,200	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
42	5403	BINDING-OUTSIDE	20			25	25	\$25	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
43	5404	DESIGN SERVICE-OUTSIDE	1,800	1,500	1,800	1,650	1,650	\$1,650	Design work for cover (\$150/issue)	<b>\$1,650</b>
44	5406	REVIEW SERVICE				0	0	\$0		<b>\$0</b>
45	5410	MAIL SERVICE-OUTSIDE	11,861	12,184	12,318	12,425	12,645	\$4,925	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
46	5411	ADVERTISING/SPACE				0	0	\$0		<b>\$0</b>
47	5412	ADVERTISING/DIRECT	709	2,888	314	3,500	600	\$600	Promo Costs – \$500 Direct, e.g. brochure, flyers, space ads for subscriptions; \$200, marketing online career center	<b>\$700</b>
48	5413	MAIL LIST RENTAL				0	0	\$0	Mail List Rental - No longer used.	<b>\$0</b>
49	5414	SUPPLIES/PRODUCTION				0	0	\$0	Supplies/Production	<b>\$0</b>
50	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	2,557	2,640	3,541	2,640	3,520	\$1,280	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
51	5416	ADVERTISING PRODUCTION COST				0	0	\$0		<b>\$0</b>
52	5420	COPYRIGHT FEES				0	0	\$0	Copyright fee (based on historical)	<b>\$0</b>
53	5430	WEB OPERATING EXPENSES	56,368	19,206	35,878	12,714	14,100	\$14,100	C&RL News costs for online journal hosting (estimated 20 articles per issue at \$42/ article=\$840/ issue) plus \$3,600 annual altmetric fee, \$650 portico preservation fee. No longer have charges for online subscription processing starting in FY23.	<b>\$13,490</b>
54	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0	\$0		<b>\$0</b>
55	5432	PURCHASED INVENTORY				0	0	\$0		<b>\$0</b>
56	5433	ORDER PROCESSING/FULFILLMENT	1,558	1,390	1,075	1,500	1,500	\$1,500	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
57	5031	STAFF DEVELOPMENT				0	0	\$0		<b>\$0</b>
58	5500	SUPPLIES/OPERATING				0	0	\$0	Supplies, based on FY19 actual and historical	<b>\$0</b>
59	5501	EQUIPMENT & SOFTWARE/MINOR				1,000	0	\$0	Haven't used since prior to FY15	<b>\$0</b>



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1	<b>ACRL C&amp;RL News FY2023</b>									
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60	5502	REFERENCE MATERIAL/PERIODICALS			50	100	0	\$0	Magazine subscriptions, editorial-related books for editor and assistant editors. Zeroed out in FY21.	\$0
61	5510	INSURANCE				0	0	\$0		\$0
62	5520	EQUIPMENT RENTAL/LEASE				0	0	\$0		\$0
63	5521	SPACE RENT				0	0	\$0		\$0
64	5522	TELEPHONE/FAX	48	40	39	80	40	\$40	C&RL News became an online-only publication with the January 2022 issue	\$0
65	5523	POSTAGE/E-MAIL	45,992	47,984	49,039	50,050	50,996	\$19,284	C&RL News became an online-only publication with the January 2022 issue	\$0
66	5525	UTILITIES				0	0	\$0		\$0
67	5530	DEPRECIATION F/E	582	605	1,110	536	536	\$536	Depreciation	\$536
68	5531	DEPRECIATION BUILDING				0	0	\$0		\$0
69	5541	COLLECTION EXPENSE								
70	5543	BAD DEBT EXPENSE	5,524	4,951	5,060	4,908	2,935	\$261	Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads	\$261
71	5544	INTEREST EXPENSE				0	0	\$0		\$0
72	5545	TAXES/PROPERTY				0	0	\$0		\$0
73	5550	PROMOTION				0	0	\$0		\$0
74	5560	ORG SUPPORT/CONTRIBUTION	14,000	14,000	14,000	14,000	14,000	\$14,000	IUT - JobLIST-related support to HRDR for furniture in the placement center; starting in FY13 agreed at \$14,000 or 7.5% of gross JobLIST online ad revenues, whichever is less	\$14,000
75	5599	MISC EXPENSE	8,410	7,430	5,902	9,132	7,722	\$10,023	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.	\$12,006
76	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
77	5901	IUT/CPU				0	0	\$0		\$0
78	5902	IUT/DATA PROC				0	0	\$0	This item moved to project 3200 in FY12 per MJP.	\$0
79	5903	IUT/SUBS PROC	2,660			0	0	\$0	No longer a charge item.	\$0
80	5904	TRANSFER TO/FROM ENDOWMENT				0	0	\$0		\$0
81	5905	IUT/TELEPHONE				0	0	\$0	IUT-Telephone – Based on historical	\$0
82	5906	IUT/ORDER BILLING				0	0	\$0		\$0
83	5908	IUT/MAINTENANCE				0	0	\$0		\$0
84	5909	IUT/DIST CTR	14	6	18	20	20	\$20	IUT-Distribution – Based on FY21 actual	\$75
85	5910	IUT/REPRO CTR	18	18	71	20	50	\$50	IUT-Reprographics – Based on FY21 actual + historical	\$0
86	5912	IUT-Copyediting/Proofreading				0	0	\$0		\$0
87	5913	IUT-Composition/Alteration				0	0	\$0		\$0
88	5940	IUT/REGISTRATION PROCESSING				0	0	\$0		\$0
89	5941	IUT/CHOICE				0	0	\$0		\$0
90	5942	IUT/ADVERTISING	12,747	11,345	12,161	12,362	12,362	\$724	IUT-Advertising - C&RL News share of the amount paid to CHOICE to manage the sale of ad space based on FY23 ad sales projection and historical. Pam Marino salary included in salary line.	\$7,000
91	5999	IUT/MISC				0	0	\$0		\$0
92	5911	IUT/OVERHEAD	2,148	2,124	67,611	65,040	38,894	\$57,030	IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate	\$69,722
93	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
94	5600	TAXES/INCOME	(24,319)	0	0	14,280	8,400	\$11,244	Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4429, 4142, 4143	\$11,244
95	<b>Expenses</b>		<b>429,039</b>	<b>487,139</b>	<b>550,606</b>	<b>585,903</b>	<b>499,187</b>	<b>\$438,669</b>		<b>\$391,060</b>
96										
97	<b>Net</b>		<b>219,515</b>	<b>82,825</b>	<b>63,352</b>	<b>(21,246)</b>	<b>(138,255)</b>	<b>\$21,768</b>		<b>\$150,165</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL RBM FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4601	RETURNS/CREDITS				(5)	(3)	(\$3)	Returns @ 5% of line 4109	(\$3)
4	4108	SALES/ALA STORE				0	0	\$0		\$0
5	4109	SALES/MISC	402	52		100	50	\$50	Sales of back issues (based on FY21 actual and historical)	\$50
									One-third (Sept.-Dec.) deferred from FY22: \$4,330	
6	4110	SUBSCRIPTIONS	17,914	11,727	17,725	13,898	15,190	\$13,637	FY22 (25% decline in subscribers from FY21 actual, plus annual 2% cost increase) 157 US subs. @ \$56 = \$8,792 5 Canadian @ \$62 = 310 14 foreign @ \$73 = \$1,022 176 \$10,124 Two-thirds recognized in FY32: \$6,681 (One-third deferred to FY24: \$3,443)	\$11,011
7	4140	ADVERTISING/GROSS	8,440	7,970	9,930	8,500	8,500	\$8,000	Per Choice projections.	\$6,000
8	4143	ADVERTISING/ON-LINE	5,430	2,350	2,260	3,000	2,500	\$1,500	Per Choice projections.	\$1,000
9	4610	COMMISSION/LINE ADV		(39)	(68)	(90)	(75)	(\$68)	Advertising representatives' commissions, 3% of net advertising revenue shown in 4143	(\$30)
10	4611	COMMISSION/SALES REP	(256)	(277)	(298)	(255)	(255)	(\$360)	Advertising representatives' commissions, 3% of net advertising revenue (4140-4612)	(\$180)
11	4612	COMMISSION/ADVERTISING AGENCY				0	0	\$0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
12	4142	ADVERTISING/CLASSIFIED				0	0	\$0		\$0
13	4420	INT/DIV				0	0	\$0		\$0
14	4421	ROYALTIES	2,731	1,088	321	2,225	1,000	\$1,000	Royalties – aggregators (based on average of FY19,20,21 plus historical trends.)	\$750
15	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
16	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
17	<b>Revenues</b>		<b>34,661</b>	<b>22,871</b>	<b>29,870</b>	<b>27,373</b>	<b>26,907</b>	<b>\$23,756</b>	<b>0</b>	<b>\$18,598</b>
18										
19	5000	SALARIES & WAGES	3,916	4,409	2,552		2,268	\$4,270	Salaries: % of ACRL total salaries listed in salary matrix	\$3,636
20	5010	EMPLOYEE BENEFITS	1,197	1,323	892	0	756	\$1,446	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,231
21	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0	\$0		\$0
22	5110	PROFESSIONAL SERVICES	800	800	800	800	800	\$800	Editor Stipend	\$800
23	5120	LEGAL FEES				0	0	\$0		\$0
24	5121	AUDIT/TAX FEES				0	0	\$0		\$0
25	5122	BANK S/C	370	219	363	0	0	\$0		\$0
26	5150	MESSENGER SERVICE	37	48	52	50	50	\$50	Based on FY21 actual and historical.	\$30
27	5151	DUPLICATION/OUTSIDE				0				
28	5400	EDITORIAL/PROOFREADING/OUTSIDE	750	750	675	800	800	\$800	Editorial/Proofreading (\$400 per issue) 10 hrs x \$40	\$800
29	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0		\$0
30	5402	PRINTING-OUTSIDE	3,595	3,195	3,018	3,452	3,250	\$3,510	Printing issues of RBM (\$1,755/issue x 2, based on FY22 budget + 8% increase based on estimate from Walsworth, assuming page counts at FY21 level)	\$3,791
31	5403	BINDING-OUTSIDE	39	21		0	0	\$0		\$0
32	5404	DESIGN SERVICE-OUTSIDE				0	0	\$0		\$0
33	5406	REVIEW SERVICE				0	0	\$0		\$0
34	5410	MAIL SERVICE-OUTSIDE	788	665	654	890	890	\$890	Mail handling of 2 issues of magazine (\$50 ea.) + list preparation @ 275 ea. And \$240 for subscription handling.	\$890
35	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	381	371	260	350	350	\$350	Pre-press/photographic work @ \$185/issue	\$350

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36	5416	ADVERTISING PRODUCTION COST				0	0	\$0		\$0
37	5420	COPYRIGHT FEES				0	0	\$0	Copyright	\$0
38	5430	WEB OPERATING EXPENSES	8,475	2,201	2,182	1,422	1,873	\$3,150	RBM costs for online journal hosting (estimated 20 total articles over 2 issues @ \$42/ article), \$1,650 for web hosting of subscription processing, \$550 for altmetrics, and \$110 for portico digital preservation.	\$3,150
39	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0	\$0		\$0
40	5432	PURCHASED INVENTORY				0	0	\$0		\$0
41	5433	ORDER PROCESSING/FULFILLMENT	2,017	785	696	1,000	1,000	\$1,000	Subscription processing fees from outside supplier	\$1,000
42	5480	COST OF SALES				0	0	\$0		\$0
43	5500	SUPPLIES/OPERATING				0	0	\$0		\$0
44	5501	EQUIPMENT & SOFTWARE/MINOR				0	0	\$0	"Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15	\$0
45	5522	TELEPHONE/FAX	6	28	10	35	35	\$35	Support for subscription processing	\$35
46	5523	POSTAGE/E-MAIL	1,510	1,369	1,270	1,424	1,320	\$1,373	Postage for mailing two issues (2 @ \$660). (First class) (Note: Second class rates not available for RBM because it is not mailed often enough to qualify.) (increase of 4% from FY21 budget)	\$1,373
47	5525	UTILITIES				0	0	\$0		\$0
48	5530	DEPRECIATION F/E	17	15	17	0	0	\$0		\$0
49	5531	DEPRECIATION BUILDING				0	0	\$0		\$0
50	5541	COLLECTION EXPENSE								
51	5543	BAD DEBT EXPENSE	102	102	103	86	86	\$86	Bad debt @ 1% of revenue on lines 4109 and 4140	\$86
52	5599	MISC EXPENSE	245	181	93	222	121	\$245	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.	\$249
53	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
54	5901	IUT/CPU				0	0	\$0		\$0
55	5902	IUT/DATA PROC				0	0	\$0		\$0
56	5903	IUT/SUBS PROC	2,014			0	0	\$0	Subscription services fees, moved to lines 5433, 5522,5430, and 5410	\$0
57	5909	IUT/DIST CTR		8		25	25	\$25	IUT-Distribution (includes some back issues)	\$25
58	5910	IUT/REPRO CTR				0	0	\$0	IUT-Reprographics	\$0
59	5941	IUT/CHOICE				0	0	\$0		\$0
60	5942	IUT/ADVERTISING	2,124	1,891	2,027	2,060	2,060	\$120	IUT Advertising: RBM share of the amount paid to CHOICE to manage the sale of ad space based on FY23 ad projections and historical. Pam Marino salary included in salary line.	\$1,250
61	5999	IUT/MISC				0	0	\$0		\$0
62	5911	IUT/OVERHEAD	4,575	3,019	3,958	3,627	3,565	\$3,148	IUT-Overhead: 50% of ALA OH rate x Total Revenues	\$2,464
63	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
64	5600	TAXES/INCOME	(215)	0	0	345	330	\$285	Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143	\$285
65	<b>Expenses</b>		<b>32,744</b>	<b>21,400</b>	<b>19,622</b>	<b>16,588</b>	<b>19,579</b>	<b>\$21,583</b>		<b>\$21,445</b>
66										
67	<b>Net</b>		<b>1,917</b>	<b>1,471</b>	<b>10,249</b>	<b>10,785</b>	<b>7,328</b>	<b>\$2,173</b>		<b>(\$2,847)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Web CE FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4103	SALES - ONLINE	81,545	102,650	22,255	28,000	24,375	\$24,375	15% of sponsored webinar revenue to cost-share with CHOICE. (Percentage was 40% in FY17, currently splitting 85/15 CHOICE/ACRL)	<b>\$24,375</b>
4	4104	SALES/RENTL MAIL LISTS				0	0	\$0		<b>\$0</b>
5	4105	SALES/WEBINARS/WEBCASTS/WEB CE	41,121	19,720	81,890	63,920	52,900	\$72,345	Online learning registration fees (multi-week online courses and one-shot webcasts). Online courses: 2 total online courses x 18 participants each @ \$135 = \$5,400  Webcasts: 22 live webcasts with 25 registrants each (550 total) with an average reg fee of \$65 (based on avg reg for webcasts following the implementation of the ALA standardized bulk discounts, no more group rate). Based on \$50 ACRL member fee, \$71 ALA member, \$79 Nonmember, with bulk discounts starting with two registrants	<b>\$40,610</b>
6	4140	ADVERTISING/GROSS				0	0	\$0	CHOICE sponsored revenue recognized in 4103	<b>\$0</b>
7	4143	ADVERTISING/ON-LINE				0	0	\$0		<b>\$0</b>
8	4610	COMMISSION/LINE ADV				0	0	\$0		<b>\$0</b>
9	4611	COMMISSION/SALES REP	(4,639)	(954)	(447)	(1,350)	(1,097)	(\$1,097)	Commissions on ACRL-CHOICE sponsored webcasts. 15% of \$9,000 due to cost-share with CHOICE. Updated based on historical actuals.	<b>(\$1,097)</b>
10	4429	OVHRD-EXMPT REVENUE/DIVISIONS				0	0	\$0		<b>\$0</b>
11	4430	MISCELLANEOUS FEES				0	0	\$0		<b>\$0</b>
12	4490	MISCELLANEOUS REVENUE				0	0	\$0		<b>\$0</b>
13	<b>Revenues</b>		<b>118,027</b>	<b>121,416</b>	<b>103,698</b>	<b>90,570</b>	<b>76,178</b>	<b>\$95,623</b>		<b>\$63,888</b>
14										
15	5000	SALARIES & WAGES	12,053	27,143	15,636	29,641	15,640	\$26,298	Salaries @ % of ACRL salaries listed in matrix	<b>\$16,592</b>
16	5001	WAGES/TEMPORARY EMPLOYEES								
17	5002	OVERTIME WAGES				0				
18	5005	ATTRITION FACTOR				0	0	\$0		<b>\$0</b>
19	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0</b>
20	5010	EMPLOYEE BENEFITS	3,683	8,142	4,817	9,356	5,214	\$8,906	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$5,619</b>
21	5110	PROFESSIONAL SERVICES	3,185	4,430	5,894	9,312	8,500	\$2,000	Course development, 2 new Moodle courses x \$1,000 = \$2,000	<b>\$2,000</b>
22	5120	LEGAL FEES				0	0			
23	5121	AUDIT/TAX FEES				0	0	\$0		<b>\$0</b>
24	5122	BANK S/C	1,233	2,926	1,537	2,581	2,171	\$2,062	Bank Charges	<b>\$1,157</b>
25	5130	LOBBYING / CONSULTING								
26	5304	SPEAKER/GUEST EXPENSE				0	0	\$0		<b>\$0</b>
27	5305	SPEAKER/GUEST HONORARIUM	300	7,519	2,274	0	0	\$4,800		
28	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		<b>\$0</b>
29	5350	PROGRAM ALLOCATION			101	0	0	\$0		<b>\$0</b>
30	5420	COPYRIGHT FEES				0	0	\$0	Copyright fees	<b>\$0</b>
31	5430	WEB OPERATING EXPENSES	5,971	3,467	2,744	0	0	\$0	Web Operating Expenses	<b>\$0</b>
32	5431	WEBINAR/WEBCASTS/WEB CE EXP	1,956			4,171	4,461	\$4,461	85/15 expense split with CHOICE; 15% expenses recognized in budget.	<b>\$4,461</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Web CE FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
33	5525	UTILITIES				0	0	\$0		\$0
34	5530	DEPRECIATION F/E	52	91	107	0	0	\$0		\$0
35	5531	DEPRECIATION BUILDING				0	0	\$0		\$0
36	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0	\$0		\$0
37	5533	DO NOT USE N/S Intangible Assets								
38	5540	ROYALTY EXPENSE	3,218	1,581	0	6,392	5,290	\$7,235	Presenter royalty payments: 10% x registration revenue for webcasts and online courses	\$4,061
39	5541	COLLECTION EXPENSE								
40	5543	BAD DEBT EXPENSE	606	503	405	453	381	\$381	Bad debt (1% of gross revenues)	\$381
41	5544	INTEREST EXPENSE				0	0	\$0		\$0
42	5545	TAXES/PROPERTY				0	0	\$0		\$0
43	5550	PROMOTION				0	0	\$0		\$0
44	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		\$0
45	5599	MISC EXPENSE	753	1,116	567	1,400	835	\$1,506	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.	\$1,137
46	5908	IUT/MAINTENANCE				0	0	\$0		\$0
47	5909	IUT/DIST CTR	7	10		0	0	\$0	IUT-Distribution	\$0
48	5940	IUT/REGISTRATION PROCESSING	2,207	2,998	1,809	4,004	5,082	\$4,835	IUT-Registration Processing: \$7.25 per registrant for online courses and webcasts. Based on 550 online learning attendees.	\$3,988
49	5941	IUT/CHOICE				0	0	\$0		\$0
50	5942	IUT/ADVERTISING				0	0	\$0		\$0
51	5999	IUT/MISC				0	0	\$0		\$0
52	5911	IUT/OVERHEAD	16,192	16,153	13,740	8,469	7,009	\$9,586	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)	\$5,381
53	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
54	5600	TAXES/INCOME	0	0	0				3% of advertising revenues	
55	<b>Expenses</b>		<b>\$51,415</b>	<b>\$76,078</b>	<b>\$49,631</b>	<b>\$75,779</b>	<b>\$54,583</b>	<b>\$72,070</b>		<b>\$44,777</b>
56										
57	<b>Net</b>		<b>\$66,612</b>	<b>\$45,339</b>	<b>\$54,067</b>	<b>\$14,791</b>	<b>\$21,595</b>	<b>\$23,553</b>		<b>\$19,111</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Licensed Workshops FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4200	REGISTRATION FEES		19,430	630	18,410	9,205	\$9,205	Offering a workshop at ALA Annual Conference. Registration fees for one 1-day workshop: 30 ACRL members @ \$255 = \$7,650, 3 ALA members @ \$295 = \$885, 2 Nonmembers @ \$335 = \$670 for each workshop. Total = \$9,205	<b>\$9,205</b>
4	4430	MISCELLANEOUS FEES							Licensed regional in-person workshops and licensed online experiences (new in FY21).	
5	4490	MISCELLANEOUS REVENUE				0	0	\$0	Assumes a transition to safe travel and group gatherings, but with reduced demand and budget for in-person events and increased demand for online events.	
6		<b>Revenues</b>	<b>\$55,795</b>	<b>\$179,680</b>	<b>\$77,000</b>	<b>\$148,410</b>	<b>\$66,205</b>	<b>\$66,205</b>	In-person and online workshops on 7 topics (Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Research Data Management, Framework for Information Literacy for Higher Education, Open Educational Resources, and Scholarship of Teaching and Learning). License fee for workshops (in-person or online) with two presenters at @ 6,000 per workshop x 6. License fee for workshops (in-person or online) with one presenter @ \$3,500 per workshop x 6. Twelve total workshops offered in FY22	<b>\$57,000</b>
7										
8	5000	SALARIES & WAGES	29,636	35,313	26,633	41,125	26,066	\$23,699	Salaries @ % of ACRL salaries listed in the salary matrix	<b>\$26,880</b>
9	5001	WAGES/TEMPORARY EMPLOYEES								
10	5002	OVERTIME WAGES				0				
11	5005	ATTRITION FACTOR				0	0	\$0		<b>\$0</b>
12	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0</b>
13	5010	EMPLOYEE BENEFITS	9,056	10,593	8,204	12,981	8,690	\$8,026	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$9,103</b>
14	5122	BANK S/C		128	214	3,250	1,425	\$1,821	Bank service fees	<b>\$1,821</b>
15	5130	LOBBYING / CONSULTING								
16	5140	EQUIP/FURN REPAIRS				0	0	\$0		<b>\$0</b>
17	5141	MAINTENANCE AGREEMENTS								
18	5150	MESSENGER SERVICE	38	416	54	0	0	\$0		<b>\$0</b>
19	5151	DUPLICATION/OUTSIDE				0				
20	5210	TRANSPORTATION	1,437			0	0	\$0		<b>\$0</b>
21	5300	FACILITIES RENT				0	0	\$0		<b>\$0</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Licensed Workshops FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
22	5301	CONFERENCE EQUIPMENT RENTAL				0	0	\$0		\$0
23	5302	MEAL FUNCTIONS		2,793		3,080	1,540	\$1,540	Workshop AM and PM breaks for ALA Annual Conference. 35 participants x 2 breaks @ \$22 per break = \$1,540.	\$1,540
24	5303	EXHIBITS				0	0	\$0		\$0
25	5304	SPEAKER/GUEST EXPENSE	5,511	6,310	1,331	3,700	1,850	\$0	All travel for experienced presenters is reimbursed by hosts for workshops delivered. ACRL covers travel for new presenters to shadow. Assumes travel for three new presenters.  Per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days. \$75 ground transportation.	\$0
26	5305	SPEAKER/GUEST HONORARIUM	22,951	55,625	24,998	42,000	18,752	\$18,000	Presenter honorarium @ \$750 x 2 presenters x 6 workshops; \$750 Standards/AiA/other x 1 presenter x 6 workshops; plus six presenter coordinators \$750 each.	\$18,000
27	5306	AWARDS				0	0	\$0		\$0
28	5307	SECURITY SERVICES				0	0	\$0		\$0
29	5308	SPECIAL TRANSPORTATION				0	0	\$0		\$0
30	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR		3,588	2,483	0	0	\$0		\$0
31	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		\$0
32	5350	PROGRAM ALLOCATION	0	750	1,500	20,000	20,000	\$7,500	Annual funds for new curriculum development and existing curriculum refresh; IUT to Standards budget for Standards and Framework booklets comped for those workshops	\$7,500
33	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0	\$0		\$0
34	5402	PRINTING-OUTSIDE		734		0	0	\$0	0	\$0
35	5403	BINDING-OUTSIDE				0	0	\$0		\$0
36	5525	UTILITIES				0	0	\$0		\$0
37	5530	DEPRECIATION F/E	128	118	181	0	0	\$0		\$0
38	5599	MISC EXPENSE	1,992	1,592	1,040	1,857	1,391	\$1,357	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.	\$1,841
39	5909	IUT/DIST CTR		9	31	0	0	\$0	IUT-Distribution	\$0
40	5910	IUT/REPRO CTR	309	74	366	0	0	\$0	IUT-Reprographics	\$0
41	5911	IUT/OVERHEAD	7,365	26,283	10,286	19,664	8,772	\$8,772	IUT-Overhead: License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.	\$8,772
42	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
43	5600	TAXES/INCOME								
44	<b>Expenses</b>		<b>\$78,422</b>	<b>\$144,325</b>	<b>\$77,320</b>	<b>\$147,657</b>	<b>\$88,486</b>	<b>\$70,715</b>	<b>\$0</b>	<b>\$75,457</b>
45										
46	<b>Net</b>		<b>(\$22,627)</b>	<b>\$35,355</b>	<b>(\$320)</b>	<b>\$753</b>	<b>(\$22,281)</b>	<b>(\$4,510)</b>	<b>\$0</b>	<b>(\$9,252)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Non-Periodical Pubs FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4100	SALES/BOOKS	317,939	376,051	302,128	371,500	219,000	\$211,000	Backlist sales: \$62,500. 125 titles at \$500/title Sales of new books: \$120,000. 15 new titles at \$8000/title	<b>\$182,500</b>
4	4601	RETURNS/CREDITS	(27,280)	(24,719)	(26,572)	(26,005)	(17,520)	(\$16,880)	Returns, @ 7.5% of sales. (Down from 8% based on 7.024% FY21 actual)	<b>(\$13,688)</b>
5	4602	SALES/BOOKS-DISCOUNT	(17,363)	(878)	(299)	0	0	\$0		<b>\$0</b>
6	4103	SALES - ONLINE				(1,115)	(2,190)	\$0		<b>\$0</b>
7	4421	ROYALTIES	14,831	38,020	63,640	35,000	63,000	\$72,000	Royalties from Univ. of So. Carolina, ALA, MIT Press, Haworth, EBSCO, ProQuest, Gardners, etc	<b>\$80,000</b>
8	<b>Revenues</b>		<b>\$288,126</b>	<b>\$388,475</b>	<b>\$338,897</b>	<b>\$379,380</b>	<b>\$262,290</b>	<b>\$266,120</b>		<b>\$248,812</b>
9										
10	5000	SALARIES & WAGES	76,896	102,634	91,519	104,707	81,331	\$89,855	Salaries @ % of ACRL salaries listed in the salary matrix	<b>\$88,687</b>
11	5010	EMPLOYEE BENEFITS	23,498	30,787	28,193	33,049	27,114	\$30,430	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$30,034</b>
12	5122	BANK S/C	42	5		25	6,351	\$0	Bank Credit card	<b>\$0</b>
13	5150	MESSENGER SERVICE	52	39		45	0	\$0	Messenger	<b>\$0</b>
14	5400	EDITORIAL/PROOFREADING/OUTSIDE	10,959	20,688	16,475	24,300	18,200	\$22,100	Editorial/Proofreading (15 @ \$1300)	<b>\$19,500</b>
15	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0	Typesetting	<b>\$0</b>
16	5402	PRINTING-OUTSIDE	26,255	33,411	32,056	41,000	37,200	\$41,600	Outside printing of 15 new titles @ \$2,300/title	<b>\$34,500</b>
17	5403	BINDING-OUTSIDE				0	0	\$0		<b>\$0</b>
18	5404	DESIGN SERVICE-OUTSIDE	161	80	241	250	3,000	\$3,000	Potential design of 1 of the 15 new books	<b>\$3,000</b>
19	5406	REVIEW SERVICE				0	0	\$0		<b>\$0</b>
20	5410	MAIL SERVICE-OUTSIDE			67	0	0	\$0		<b>\$0</b>
21	5411	ADVERTISING/SPACE				0	0	\$0	Advertising space purchase	<b>\$0</b>
22	5412	ADVERTISING/DIRECT				5,000	5,000	\$5,000	Printing/distribution of Publications catalogs and flyers	<b>\$5,000</b>
23	5413	MAIL LIST RENTAL				0	0	\$0	Mailing list rental	<b>\$0</b>
24	5414	SUPPLIES/PRODUCTION				0	0	\$0	Formatting ebooks has been brought in-house and is reflected in the time study for salaries and benefits.	<b>\$0</b>
25	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	100	77	12	100	25	\$25	Pre-Press/Photographic	<b>\$60</b>
26	5416	ADVERTISING PRODUCTION COST				0	0	\$0		<b>\$0</b>
27	5420	COPYRIGHT FEES		3,000		990	770	\$935	Copyright fees 15 new books @ \$55 each	<b>\$825</b>
28	5433	ORDER PROCESSING/FULFILLMENT	24,220	31,331	22,775	31,578	17,520	\$23,210	Transaction Fee/Order Fulfillment, calculated at 11% of sales (line 4100)	<b>\$20,075</b>
29	5480	COST OF SALES	56,318	70,029	38,553	70,585	39,420	\$37,980	Cost of sales, calculated as 18% of sales (line 4100)	<b>\$32,850</b>
30	5490	INVENTORY ADJUSTMENT	(35,943)	(55,342)	(79,262)	(66,640)	(59,195)	(\$67,660)	Inventory adjustment. Total of lines 5400, 5401, 5402, 5404, 5415, and 5420.	<b>(\$57,885)</b>
31	5499	INVENTORY RESERVE ADJUSTMENT	2,000	4,329	2,000	2,000	2,000	\$2,000	Inventory Reserve Adjustment (removal of out-of-print titles from stock, est. \$2,000 residual value)	<b>\$1,000</b>
32	5523	POSTAGE/E-MAIL	3,789	6,694	5,049	7,000	6,000	\$6,000	Mailing books to reviewers and authors	<b>\$4,000</b>
33	5525	UTILITIES				0	0	\$0		<b>\$0</b>
34	5530	DEPRECIATION F/E	333	344	624	0	0	\$0		<b>\$0</b>
35	5540	ROYALTY EXPENSE	22,594	27,116	20,598	18,575	10,950	\$10,550	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)	<b>\$9,125</b>
36	5541	COLLECTION EXPENSE								
37	5543	BAD DEBT EXPENSE	3,446	3,667	4,000	4,000	4,000	\$4,000	Bad debt, 1% of gross revenues	<b>\$4,000</b>
38	5599	MISC EXPENSE	4,730	4,222	3,317	5,205	4,340	\$5,145	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>\$6,075</b>
39	5909	IUT/DIST CTR	1,117	939	1,259	1,000	1,300	\$1,300	IUT-Distribution	<b>\$0</b>
40	5910	IUT/REPRO CTR	53	18	24	100	100	\$100	IUT-Reprographics	<b>\$0</b>
41	5941	IUT/CHOICE				4,309	4,309	\$4,309	Support to CHOICE for management of publishing initiatives.	<b>\$4,309</b>
42	5911	IUT/OVERHEAD	36,075	46,260	36,472	45,630	26,406	\$25,721	IUT-Overhead - Revenues from sales of books are charged 50% of ALA overhead rate on revenues (4100+4103+4601).	<b>\$32,968</b>
43	5998	IUT/ALLOCATIONS				0	0	\$0		<b>\$0</b>
44	<b>Expenses</b>		<b>\$256,695</b>	<b>\$330,329</b>	<b>\$223,970</b>	<b>\$332,809</b>	<b>\$236,141</b>	<b>\$245,600</b>		<b>\$238,123</b>
45										
46	<b>Net</b>		<b>\$31,431</b>	<b>\$58,146</b>	<b>\$114,927</b>	<b>\$46,571</b>	<b>\$26,149</b>	<b>\$20,520</b>		<b>\$10,689</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Equity, Diversity &amp; Inclusion FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4200	REGISTRATION FEES			2,930	0	5,490			
4	4430	MISCELLANEOUS FEES	17,450	0		0	0	\$0	\$10,000 in partial revenue for subsidized RoadShow	<b>\$10,000</b>
5	4490	MISCELLANEOUS REVENUE		25,500	27,000	24,000	21,600	\$17,500	Diversity Alliance fees: 35 institutions @ \$500. Number of institutions based on 75% of 2021 membership.	<b>\$17,500</b>
6		<b>Revenues</b>	<b>\$17,450</b>	<b>\$25,500</b>	<b>\$29,930</b>	<b>\$24,000</b>	<b>\$27,090</b>	<b>\$17,500</b>		<b>\$27,500</b>
7										
8	5000	SALARIES & WAGES	10,100	16,119	10,021	25,083	8,905	\$27,459	Salaries at % of ACRL total salaries listed in salary matrix	<b>\$17,454</b>
9	5001	WAGES/TEMPORARY EMPLOYEES								
10	5002	OVERTIME WAGES				0				
11	5005	ATTRITION FACTOR				0	0	\$0		<b>\$0</b>
12	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0</b>
13	5010	EMPLOYEE BENEFITS	3,087	4,835	3,087	7,917	2,969	\$9,299	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$5,911</b>
14	5121	AUDIT/TAX FEES				0	0	\$0		<b>\$0</b>
15	5122	BANK S/C	89	428	384	468	677	\$438	Bank Charges on credit cards. 2.5% of revenues.	<b>\$688</b>
16	5210	TRANSPORTATION			933	0	0	\$0	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions. 5 subsidized RSs on a partial cost-recovery model. Delivery to 5 locations estimated direct cost of \$5,250 total for travel (2 presenters x 5 workshop locations) * (\$450 flight + \$75 ground transportation).	<b>\$5,250</b>
17	5212	LODGING & MEALS			1,314	0	0	\$0	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions: \$4,000 total lodging/meals = (2 presenters x 5 workshop locations) * (\$300 hotel for 2 days) + (\$50/day * 2 days per diem).	<b>\$7,000</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Equity, Diversity &amp; Inclusion FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
18	5301	CONFERENCE EQUIPMENT RENTAL			3,696	0	0	\$0		\$0
19	5302	MEAL FUNCTIONS			6,394	0	2,280			
20	5303	EXHIBITS				0	0	\$0		\$0
21	5304	SPEAKER/GUEST EXPENSE			2,535	0	950			
22	5305	SPEAKER/GUEST HONORARIUM			4,750	750	750	\$300	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions: \$7,500 honorarium total = (\$750 x 2 presenters x 5 locations). Spectrum Scholar Mentor Program webinar presenter stipend - \$300	\$7,800
23	5350	PROGRAM ALLOCATION		7,304	8,105	31,500	31,500	\$1,500	\$1,500 budgeted for TBD expenses for the ACRL Diversity Alliance. \$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee.	\$2,500
24	5030	STAFF RECRUITMENT/RELOCATION				0	0	\$0		\$0
25	5031	STAFF DEVELOPMENT				0	0	\$0		\$0
26	5500	SUPPLIES/OPERATING			574	1,000	1,000	\$200	Supplies	\$200
27	5525	UTILITIES				0	0	\$0		\$0
28	5530	DEPRECIATION F/E	44	54	68	0	0	\$0		\$0
29	5543	BAD DEBT EXPENSE			148	148	148	\$148		\$148
30	5599	MISC EXPENSE	631	663	363	913	475	\$1,572	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.	\$1,196
31	5909	IUT/DIST CTR				0	0	\$0	IUT-Distribution	\$0
32	5910	IUT/REPRO CTR	175		160	200	200	\$200	IUT-Reprographics	\$200
33	5911	IUT/OVERHEAD	2,303	3,366	388	6,390	5,724	\$4,638	IUT-General Overhead IUT 100% of ALA General overhead rate on revenue from misc. fees revenue (line 4490). License Workshop revenues (5305) overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.	\$5,963
34	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
35	5600	TAXES/INCOME								
36	<b>Expenses</b>		<b>\$16,429</b>	<b>\$32,770</b>	<b>\$42,920</b>	<b>\$74,369</b>	<b>\$55,578</b>	<b>\$45,754</b>		<b>\$54,310</b>
37										
38	<b>Net</b>		<b>\$1,021</b>	<b>(\$7,270)</b>	<b>(\$12,990)</b>	<b>(\$50,369)</b>	<b>(\$28,488)</b>	<b>(\$28,254)</b>		<b>(\$26,810)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL New Roles FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	\$0	Misc. Revenue	\$0
5	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
6										
7	5000	SALARIES & WAGES	2,832	2,898	4,245	10,281	3,772	\$15,190	Salaries at % of ACRL total salaries listed in salary matrix	\$11,964
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES				0				
10	5005	ATTRITION FACTOR				0	0	\$0		\$0
11	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
12	5010	EMPLOYEE BENEFITS	866	869	1,308	3,245	1,258	\$5,144	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$4,052
13	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		\$0
14	5350	PROGRAM ALLOCATION		10,000	1,500	5,500	2,500	\$3,000	\$1000 for potential goal-area activities in consultation with the chair of the New Roles and Changing Landscapes Committee, plus \$3000 for updates to the Fostering Change Cohort curriculum and publication and potential reoffering	\$4,000
15	5550	PROMOTION				0	0	\$0		\$0
16	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		\$0
17	5599	MISC EXPENSE	177	119	154	457	201	\$870	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.	\$820
18	5600	TAXES/INCOME								
19	<b>Expenses</b>		<b>\$3,875</b>	<b>\$13,886</b>	<b>\$7,207</b>	<b>\$19,483</b>	<b>\$7,731</b>	<b>\$24,204</b>		<b>\$20,836</b>
20										
21	<b>Net</b>		<b>(\$3,875)</b>	<b>(\$13,886)</b>	<b>(\$7,207)</b>	<b>(\$19,483)</b>	<b>(\$7,731)</b>	<b>(\$24,204)</b>		<b>(\$20,836)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Council of Liaisons FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	\$0	Misc. Revenue	\$0
5	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
6										
7	5000	SALARIES & WAGES	13,635	13,475	9,081	19,302	8,070	\$11,685	Salaries at % of ACRL total salaries listed in salary matrix	\$5,470
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES				0				
10	5005	ATTRITION FACTOR				0	0	\$0		\$0
11	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
12	5010	EMPLOYEE BENEFITS	4,166	4,041	2,797	6,092	2,690	\$3,957	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,852
13	5015	TUITION REIMBURSEMENT				0	0	\$0		\$0
14	5016	PROFESSIONAL MEMBERSHIPS	9,983	8,850	6,779	12,647	12,647	\$12,150	Memberships: CNI (\$8,450), Freedom to Read, FTRF (\$100), CHEMA (\$400); American Council of Learned Societies, ACLS (\$1,200); National Humanities Alliance, NHA (\$2,000).	\$12,150
15	5151	DUPLICATION/OUTSIDE				0				
16	5210	TRANSPORTATION	109		296	0	0	\$0		\$0
17	5212	LODGING & MEALS			165	0	0	\$0		\$0
18	5214	ENTERTAINMENT				0	0	\$0		\$0
19	5216	BUSINESS MEETINGS	125			0	0	\$0	Business meetings, registration fees (charged to 5350)	\$0
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		\$0
21	5350	PROGRAM ALLOCATION	22,801	16,986	21,696	22,000	5,000	\$5,000	\$15,000 to support strategic liaison relationships as needed and awarded by the External Liaisons Committee.	\$15,000
22	5530	DEPRECIATION F/E	59	45	62	0	0	\$0		\$0
23	5599	MISC EXPENSE	852	554	329	731	431	\$669	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.	\$375
24	5600	TAXES/INCOME								
25	<b>Expenses</b>		<b>51,730</b>	<b>43,951</b>	<b>41,205</b>	<b>60,773</b>	<b>28,838</b>	<b>\$33,461</b>		<b>\$34,847</b>
26										
27	<b>Net</b>		<b>(51,730)</b>	<b>(43,951)</b>	<b>(41,205)</b>	<b>(60,773)</b>	<b>(28,838)</b>	<b>(\$33,461)</b>		<b>(\$34,847)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Scholarly Communication FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4421	ROYALTIES				0	0	\$0		\$0
6	4429	OVRHD-EXMPT REVENUE/DIVISIONS				0	0	\$0		\$0
7	4430	MISCELLANEOUS FEES	10,000	10,000	9,856	10,000	0	\$0		\$0
8	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
9	<b>Revenues</b>		<b>\$10,000</b>	<b>\$10,000</b>	<b>\$9,856</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
10										
11	5000	SALARIES & WAGES	13,690	28,634	40,151	40,241	26,692	\$39,728	Salaries @ % of ACRL salaries listed in salary matrix	\$30,971
12	5001	WAGES/TEMPORARY EMPLOYEES								
13	5002	OVERTIME WAGES				0				
14	5005	ATTRITION FACTOR				0	0	\$0		\$0
15	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
16	5010	EMPLOYEE BENEFITS	4,184	8,589	12,369	12,701	8,898	\$13,454	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$10,488
17	5041	BLUE CROSS REFUND								
18	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0	\$0		\$0
19	5110	PROFESSIONAL SERVICES	(970)			0	0	\$0		\$0
20	5120	LEGAL FEES				0	0	\$0		\$0
21	5121	AUDIT/TAX FEES				0	0	\$0		\$0
22	5122	BANK S/C	114	114	57	0	100	\$0	0	\$0
23	5130	LOBBYING / CONSULTING								
24	5210	TRANSPORTATION	7,144		690	0	0	\$0		\$0
25	5212	LODGING & MEALS	0		(251)	0	0	\$0		\$0
26	5304	SPEAKER/GUEST EXPENSE	4,346	10,825	9,132	9,250	0	\$0		\$0
27	5305	SPEAKER/GUEST HONORARIUM	8,796	7,500	8,250	7,500	0	\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Scholarly Communication FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
28	5350	PROGRAM ALLOCATION	31,938	61,600	81,513	69,447	40,757	\$29,760	<ul style="list-style-type: none"> <li>• \$1,000 scholarly communication activities TBD and travel, in consultation with the chair of the ReSEC;</li> <li>• \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)</li> <li>• \$6,750 for SPARC dues;</li> <li>• \$5,000 for Open Access Working Group;</li> <li>• \$2,000 for OpenCon2022 1 sponsored scholarships</li> </ul>	<b>\$29,760</b>
29	5403	BINDING-OUTSIDE				0	0	\$0		<b>\$0</b>
30	5404	DESIGN SERVICE-OUTSIDE	0		12	0	0	\$0		<b>\$0</b>
31	5523	POSTAGE/E-MAIL				0	0	\$0		<b>\$0</b>
32	5525	UTILITIES				0	0	\$0		<b>\$0</b>
33	5530	DEPRECIATION F/E	59	96	274	0	0	\$0		<b>\$0</b>
34	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		<b>\$0</b>
35	5599	MISC EXPENSE	855	1,178	1,455	1,826	1,424	\$2,275		<b>\$2,121</b>
36	5909	IUT/DIST CTR				0	0	\$0	Distribution Center	<b>\$0</b>
37	5910	IUT/REPRO CTR			119	0	0	\$0	Repro	<b>\$0</b>
38	5999	IUT/MISC				0	0	\$0		<b>\$0</b>
39	5911	IUT/OVERHEAD	1,320	1,320	1,306	1,325	0	\$0	IUT 50% of ALA General overhead rate on revenue from licensed workshop fees.	<b>\$0</b>
40	5998	IUT/ALLOCATIONS				0	0	\$0		<b>\$0</b>
41	5600	TAXES/INCOME								
42	<b>Expenses</b>		<b>\$71,476</b>	<b>\$119,856</b>	<b>\$155,076</b>	<b>\$142,290</b>	<b>\$77,871</b>	<b>\$85,217</b>		<b>\$73,340</b>
43										
44	<b>Net</b>		<b>(\$61,476)</b>	<b>(\$109,856)</b>	<b>(\$145,220)</b>	<b>(\$132,290)</b>	<b>(\$77,871)</b>	<b>(\$85,217)</b>		<b>(\$73,340)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Value of Academic Libraries FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4429	OVRHD-EXMPT REVENUE/DIVISIONS		0	37,250	0	0	\$0		\$0
4	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
5	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
6	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$37,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
7										
8	5000	SALARIES & WAGES	22,121	61,410	17,423	40,241	24,502	\$31,549	Salaries @ % of ACRL salaries in salary matrix	\$4,722
9	5010	EMPLOYEE BENEFITS	6,759	18,421	5,367	12,701	8,168	\$10,684	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,599
10	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0	\$0		\$0
11	5110	PROFESSIONAL SERVICES	1,064	198		0	0	\$0		\$0
12	5151	DUPLICATION/OUTSIDE				0				
13	5210	TRANSPORTATION	2,823		495	0	0	\$0		\$0
14	5212	LODGING & MEALS	2,301		41	0	0	\$0		\$0
15	5301	CONFERENCE EQUIPMENT RENTAL				0	0	\$0		\$0
16	5302	MEAL FUNCTIONS	4,890			0	0	\$0		\$0
17	5350	PROGRAM ALLOCATION	68,341	34,598	33,775	46,250	1,000	\$1,000	\$1,000 for potential VAL activities in consultation with the chair of the VAL committee).	\$1,000
18	5525	UTILITIES				0	0	\$0		\$0
19	5530	DEPRECIATION F/E	96	206	119	0	0	\$0		\$0
20	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		\$0
21	5599	MISC EXPENSE	1,382	2,526	631	1,826	1,307	\$1,807	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.	\$323
22	5909	IUT/DIST CTR				0	0	\$0		\$0
23	5910	IUT/REPRO CTR		709		0	0	\$0		\$0
24	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
25	5600	TAXES/INCOME								
26	<b>Expenses</b>		<b>\$109,776</b>	<b>\$118,069</b>	<b>\$57,851</b>	<b>\$101,018</b>	<b>\$34,977</b>	<b>\$45,040</b>		<b>\$7,644</b>
27										
28	<b>Net</b>		<b>(\$109,776)</b>	<b>(\$118,069)</b>	<b>(\$20,601)</b>	<b>(\$101,018)</b>	<b>(\$34,977)</b>	<b>(\$45,040)</b>		<b>(\$7,644)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Government Relations FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
4		<b>Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
5										
6	5000	SALARIES & WAGES	13,690	19,899	12,546	25,083	11,150	\$21,032	Salaries @ % of ACRL salaries in salary matrix	\$2,414
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES				0				
9	5005	ATTRITION FACTOR				0	0	\$0		\$0
10	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
11	5010	EMPLOYEE BENEFITS	4,184	5,969	3,865	7,917	3,717	\$7,123	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$817
12	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0	\$0		\$0
13	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		\$0
14	5350	PROGRAM ALLOCATION	17,671	29,915	25,678	23,000	17,010	\$15,010	<ul style="list-style-type: none"> <li>• \$15,010 for Library Copyright Alliance (\$15,010 shown in SC project 3702);</li> <li>• \$4,000 for officer travel (or other leaders) to ALA's National Legislative Day in Washington, D.C.;</li> <li>• \$2,000 for general travel to support legislative and policy advocacy</li> </ul>	\$21,010
15	5525	UTILITIES				0	0	\$0		\$0
16	5530	DEPRECIATION F/E	59	67	85	0	0	\$0		\$0
17	5599	MISC EXPENSE	855	818	455	1,065	595	\$1,204	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.	\$165
18	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
19	5600	TAXES/INCOME								
20		<b>Expenses</b>	<b>\$36,459</b>	<b>\$56,668</b>	<b>\$42,629</b>	<b>\$57,065</b>	<b>\$32,472</b>	<b>\$44,369</b>		<b>\$24,406</b>
21										
22		<b>Net</b>	<b>(\$36,459)</b>	<b>(\$56,668)</b>	<b>(\$42,629)</b>	<b>(\$57,065)</b>	<b>(\$32,472)</b>	<b>(\$44,369)</b>		<b>(\$24,406)</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Student Learning Initiatives FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	<b>Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>		<b>\$0</b>
4										
5	5000	SALARIES & WAGES	4,249	3,015	5,280		4,692	\$27,155	Salaries % of ACRL total salaries listed in the salary matrix	<b>\$5,946</b>
6	5001	WAGES/TEMPORARY EMPLOYEES								
7	5002	OVERTIME WAGES								
8	5005	ATTRITION FACTOR				0	0	\$0		<b>\$0</b>
9	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0</b>
10	5010	EMPLOYEE BENEFITS	1,301	904	1,626	0	1,564	\$9,196	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$2,014</b>
11	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0	\$0		<b>\$0</b>
12	5110	PROFESSIONAL SERVICES	1,366			0	0	\$0		<b>\$0</b>
13	5150	MESSENGER SERVICE	12			0	0	\$0		<b>\$0</b>
14	5151	DUPLICATION/OUTSIDE				0				
15	5210	TRANSPORTATION	1,522			0	0	\$0		<b>\$0</b>
16	5212	LODGING & MEALS	435			0	0	\$0		<b>\$0</b>
17	5304	HONORARIUM						\$0		<b>\$0</b>
18	5305	SPEAKER/GUEST HONORARIUM	5,250			0	0	\$0		<b>\$0</b>
19	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	\$0		<b>\$0</b>
20	5350	PROGRAM ALLOCATION	33,542	26,500	26,500	2,500	1,000	\$6,000	Maintenance and development of the Information Literacy Sandbox (\$8,400); potential SLILC activities (\$1,000)	<b>\$9,400</b>
21	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0	\$0		<b>\$0</b>
22	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0		<b>\$0</b>
23	5402	PRINTING-OUTSIDE	23			0	0	\$0		<b>\$0</b>
24	5420	COPYRIGHT FEES				0	0	\$0		<b>\$0</b>
25	5430	WEB OPERATING EXPENSES	2,970	6,780	10,870	7,920	570	\$2,950	WEB OPERATING EXPENSES	<b>\$2,450</b>
26	5031	STAFF DEVELOPMENT				0	0	\$0		<b>\$0</b>
27	5500	SUPPLIES/OPERATING	119			0	0	\$0		<b>\$0</b>
28	5525	UTILITIES				0	0	\$0		<b>\$0</b>
29	5530	DEPRECIATION F/E	18	10	36	0	0	\$0		<b>\$0</b>
30	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		<b>\$0</b>
31	5599	MISC EXPENSE	265	124	191	183	250	\$1,555	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>\$407</b>
32	5908	IUT/MAINTENANCE				0	0	\$0		<b>\$0</b>
33	5909	IUT/DIST CTR				0	0	\$0	IUT-Distribution	<b>\$0</b>
34	5910	IUT/REPRO CTR				0	0	\$0	IUT - Reprographics	<b>\$0</b>
35	5942	IUT/ADVERTISING				0	0	\$0		<b>\$0</b>
36	5999	IUT/MISC				0	0	\$0	IUT-Misc.	<b>\$0</b>
37	5911	IUT/OVERHEAD				0	0	\$0		<b>\$0</b>
38	5998	IUT/ALLOCATIONS				0	0	\$0		<b>\$0</b>
39	5600	TAXES/INCOME								
40	<b>Expenses</b>		<b>\$51,071</b>	<b>\$37,333</b>	<b>\$44,503</b>	<b>\$10,603</b>	<b>\$8,076</b>	<b>\$46,856</b>		<b>\$20,217</b>
41										
42	<b>Net</b>		<b>(\$51,071)</b>	<b>(\$37,333)</b>	<b>(\$44,503)</b>	<b>(\$10,603)</b>	<b>(\$8,076)</b>	<b>(\$46,856)</b>		<b>(\$20,217)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Project Outcome FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4429	OVRLD-EXMPT REVENUE/DIVISIONS		0	37,250	0	0	\$0	0	\$0
4	4430	MISCELLANEOUS FEES				0	1,750			
5	4490	MISCELLANEOUS REVENUE				0	750	\$6,750	Revenue from 1 new group account (\$750), paid learning (\$1750), and 2 sponsored webinars (\$4,250 after expenses and revenue split with PLA), and PPO partnership (\$9,375)	\$16,125
6	4611	COMMISSION/SALES REP						(\$225)	Pam Marino commission on webinar sponsorship	(\$225)
7	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$37,250</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$6,525</b>		<b>\$15,900</b>
8										
9	5000	SALARIES & WAGES		26,357	8,772	61,157	8,550	\$25,539	Salaries @ % of ACRL salaries in salary matrix	\$20,607
10	5001	WAGES/TEMPORARY EMPLOYEES								
11	5002	OVERTIME WAGES				0				
12	177	ATTRITION FACTOR				0	0	\$0		\$0
13	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
14	5010	EMPLOYEE BENEFITS		7,907	2,702	19,303	2,850	\$8,649	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,979
15	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0	\$0		\$0
16	5110	PROFESSIONAL SERVICES			184,793	20,000	0	\$0		\$0
17	5120	LEGAL FEES				0	0	\$0		\$0
18	5121	AUDIT/TAX FEES				0	0	\$0		\$0
19	5122	BANK S/C				0	0	\$0	Bank fees	\$0
20	5210	TRANSPORTATION			346	0	0	\$0		\$0
21	5212	LODGING & MEALS			274	0	0	\$0		\$0
22	5303	EXHIBITS				0	0	\$0		\$0
23	5304	SPEAKER/GUEST EXPENSE				0	0	\$0	Presenter travel costs for half-day training workshops. Per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation). Hosts are billed directly for costs, so costs zero out.	\$0

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Project Outcome FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
24	5305	SPEAKER/GUEST HONORARIUM				0	400	\$400	Workshop presenter honorarium (\$400 each)	\$400
25	5306	AWARDS				(13,000)	0	\$0		\$0
26	5350	PROGRAM ALLOCATION		14,254	18,884	42,500	0	\$0		\$0
27	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	\$0		\$0
28	5402	PRINTING-OUTSIDE				0	300	\$300	Printing flyers	\$300
29	5420	COPYRIGHT FEES				0	0	\$0		\$0
30	5430	WEB OPERATING EXPENSES			11,415	76,600	60,550	\$60,300	Monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes \$250/month for Amazon Web Services (hosting), \$225/month for server management, and \$50/month for Civilized Discourse (peer discussion board). Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at \$25,00/month). An additional \$24,00 is included for site improvements and new features.	\$60,300
31	5525	UTILITIES				0	0	\$0		\$0
32	5530	DEPRECIATION F/E		88	60	0	0	\$0		\$0
33	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		\$0
34	5599	MISC EXPENSE		1,084	318	2,892	456	\$1,462	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.	\$1,412
35	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
36	5942	IUT/ADVERTISING				0	0	\$350	Pam Marino time selling sponsored webinars (5 hours at \$35)	\$350
37	5999	IUT/MISC			20,000	0	0	\$0		\$0
38	5911	IUT/OVERHEAD				0	331	\$865	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues	\$2,107
39	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
40	5600	TAXES/INCOME								
41	<b>Expenses</b>		<b>\$0</b>	<b>\$49,690</b>	<b>\$247,565</b>	<b>\$209,452</b>	<b>\$73,437</b>	<b>\$97,865</b>		<b>\$92,455</b>
42										
43	<b>Net</b>		<b>\$0</b>	<b>(\$49,690)</b>	<b>(\$210,315)</b>	<b>(\$209,452)</b>	<b>(\$70,937)</b>	<b>(\$91,340)</b>		<b>(\$76,555)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL RBMS Conference FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4103	SALES - ONLINE	0	0	0	0	0	\$27,640	VIRTUAL REG FEES: 125 members @ \$155; 65 non-members @ \$195; 5 Retired/Nonsalaried @ \$79; 33 Students @ \$59; Based on 228 Virtual Participants at 95%	<b>32,672</b>
4	4200	REGISTRATION FEES	140,355	162,947	145,260	137,009	123,471	\$141,431	IN-PERSON Registration Fees: Average of past 3 years in-person is 520 at 60% =312: 162 members @ \$295; 78 non-members @ \$340; 40 students @ \$140; 6 one-day registrations @ \$160; 20 late fees @ \$50 = \$1,000; Workshop revenue from 3 workshops with 22 ea @ \$170; ALL budgeted @ 95%.Based on 312 F2F	<b>88,436</b>
5	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0			
6	4400	DONATIONS/HONORARIA	79,600	91,650	74,900	65,000	59,500	\$64,000	40 booths at \$700 in-person, plus 15 virtual booths at 500 (new revenue stream), plus 40,000 additional fundraising, (History for past 4 years is 65K, 73K, 79K, 68K respectively)	<b>75,500</b>
7	4420	INT/DIV				0	0	\$0		<b>0</b>
8	4429	OVRRHD-EXMPT REVENUE/DIVISIONS	10,106	2,825	3,085	5,600	3,000	\$7,000	Income for Tours \$1500/New Mem Mixer tix \$2500/Dorms, plus \$3000K for charter bus to Chicago (offset by meal functions & transportation expense lines below)	<b>7,000</b>
9	4430	MISCELLANEOUS FEES				0	0	\$0		<b>\$0</b>
10	4490	MISCELLANEOUS REVENUE				0	0	\$0		<b>\$0</b>
11	<b>Revenues</b>		<b>\$230,061</b>	<b>\$257,422</b>	<b>\$223,245</b>	<b>\$207,609</b>	<b>\$185,971</b>	<b>\$240,071</b>		<b>\$203,608</b>
12										
13	5000	SALARIES & WAGES	30,684	40,292	38,131	38,604	33,886	\$39,041	Salaries at % of ACRL total; based on previous year's activity	<b>\$43,104</b>
14	5010	EMPLOYEE BENEFITS	9,378	12,087	11,747	12,185	11,297	\$13,221	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$14,597</b>
15	5110	PROFESSIONAL SERVICES		0		0	0	\$28,000	ADA Professional Captioning & CART Service \$3000, Pathable Platform \$25000	<b>\$28,000</b>
16	5122	BANK S/C	3,088	5,459	5,031	5,500	5,500	\$5,500	Bank fees & Credit Card Fees from Registration Processing based on 19 actual	<b>\$5,500</b>
17	5141	MAINTENANCE AGREEMENTS								
18	5150	MESSENGER SERVICE	420	618	510	750	500	\$500	Messenger Service / FedEx	<b>\$500</b>
19	5151	DUPLICATION/OUTSIDE				0				

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL RBMS Conference FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
20	5210	TRANSPORTATION	2,667	2,081	3,404	2,800	1,000	\$3,400	Site visit for Conf Chairs, Section Chair and Conf Mgr, plus 3 staff flights for conference at \$400 each + \$600 in bus/cab/local transportation	<b>\$3,400</b>
21	5212	LODGING & MEALS	1,346	1,017	2,265	5,950	2,500	\$2,500	2019 Site Visit 3 people x 2 nights lodging comp + 3 people x 3 days per diem @ \$50 ea. 2 Staff Person onsite @ 4 nights \$250 (\$200 hotel, \$50 per diem) + Exec Director Lodging + per diem @ 3 nights \$250 per (based on 19 actual)	<b>\$2,500</b>
22	5214	ENTERTAINMENT		3,352	160	2,750	3,000	\$3,000	Dorm expenses (offset by 4429)	<b>\$2,500</b>
23	5300	FACILITIES RENT	3,812	1,674		6,500	5,000	\$0	Venue rental \$16,750 gratis Indiana University, Meeting Space Rental for Orientation/Mixer at Graduate Hotel \$500	<b>\$500</b>
24	5301	CONFERENCE EQUIPMENT RENTAL	13,478	23,389	26,723	20,500	22,000	\$20,000	Standard in Room Equipment/and audiovisual staffing at 20000	<b>\$20,000</b>
25	5302	MEAL FUNCTIONS	39,771	78,916	47,373	52,050	40,000	6000 to cover s	Opening Reception at 26K plus 3 days morning beverage service at 6K each, plus 2 afternoon breaks at 5K each, New Member Mixer 6K+Scholarship Bfast at 1500, IMU Reception gratis - all budgeted at 60% In-person	<b>\$36,900</b>
26	5303	EXHIBITS				0	0	\$0		<b>\$0</b>
27	5304	SPEAKER/GUEST EXPENSE	3,288	4,524	2,486	5,000	6,000	\$4,800	Four Plenary Speakers 4 x \$700 + Workshops (200/person x 10)	<b>\$4,800</b>
28	5305	SPEAKER/GUEST HONORARIUM	1,200	1,800	3,200	2,000	3,000	\$3,200	Speaker Honorarium Plenary 4 @ 500 ea.	<b>\$2,000</b>
29	5306	AWARDS				(7,550)	0	\$0		<b>\$0</b>
30	5307	SECURITY SERVICES				0	0	\$0		<b>\$0</b>
31	5308	SPECIAL TRANSPORTATION	6,634	3,066	2,872	0	0	\$18,000	Charter 1 Bus to Chicago for ALA Annual (offset by 4429)	<b>\$3,000</b>
32	5402	PRINTING-OUTSIDE	4,721	2,826	3,214	3,000	3,500	\$800	No postcard, no book, 800 workshops	<b>\$800</b>
33	5031	STAFF DEVELOPMENT				0	0	\$0		<b>\$0</b>
34	5500	SUPPLIES/OPERATING	6,407	5,390	1,133	950	1,500	\$1,500	2 Scooters \$500+ Napkins \$700+\$100 Ribbons +\$100 Binders	<b>\$1,500</b>
35	5522	TELEPHONE/FAX				0	0	\$0		<b>\$0</b>
36	5523	POSTAGE/E-MAIL	686	716		805	805	\$0	No mailing	<b>\$0</b>
37	5525	UTILITIES				0	0	\$0		<b>\$0</b>
38	5530	DEPRECIATION F/E	133	135	260	0	0	\$0		<b>\$0</b>
39	5543	BAD DEBT EXPENSE	100	100	250	100	250	\$250	Bad debt based on FY18 actuals	<b>\$250</b>
40	5560	ORG SUPPORT/CONTRIBUTION			(5,655)	0	(5,050)	(\$25,655)	6000 cover schol reg fees	<b>(\$6,000)</b>
41	5599	MISC EXPENSE	1,917	1,657	1,382	2,034	1,808	\$2,236	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>\$2,953</b>
42	5909	IUT/DIST CTR	49	68	23	75	50	\$50	IUT Distribution	<b>\$50</b>
43	5910	IUT/REPRO CTR	246	55	240	100	250	\$250	IUT Reprographics	<b>\$250</b>
44	5940	IUT/REGISTRATION PROCESSING	3,465	1,586	3,932	3,750	4,200	\$4,200	IUT Registration: included in Pathable expenses	<b>\$0</b>
45	5942	IUT/ADVERTISING				0	0	\$0	IUT Advertising	<b>\$0</b>
46	5999	IUT/MISC				0	0	\$0		<b>\$0</b>
47	5911	IUT/OVERHEAD	37,054	43,018	38,465	36,307	32,720	\$41,141	IUT General overhead	<b>\$27,764</b>
48	5998	IUT/ALLOCATIONS				0	0	\$0		<b>\$0</b>
49	5600	TAXES/INCOME								
50	<b>Expenses</b>		<b>\$170,544</b>	<b>\$233,825</b>	<b>\$187,146</b>	<b>\$194,160</b>	<b>\$173,716</b>	<b>\$165,934</b>		<b>\$194,868</b>
51										
52	<b>Net</b>		<b>\$59,517</b>	<b>\$23,597</b>	<b>\$36,099</b>	<b>\$13,449</b>	<b>\$12,255</b>	<b>\$74,137</b>		<b>\$8,740</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL ACRL 2023 Pittsburgh FY2023</b>									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
3	4103	SALES - ONLINE	0	0	0	0	0	0	VIRTUAL CONFERENCE registration (35% of total hybrid conference registration): EARLY BIRD: 540 ACRL members @ \$199 early-bird = \$107,460 72 ALA members @ \$249 early-bird= \$17,928 234 Nonmembers @ \$299 early-bird = \$69,966 9 Retired Members @ \$99 = \$891 72 Students @ \$79 = \$5,688 18 Nonsalaried Members @ \$99 = \$1,782 ADVANCE: 60 ACRL members @ \$239 = \$14,340 8 ALA members @ \$289 = \$2,312 26 Nonmembers @ \$339 = \$8,814 1 Retired Member @ \$139 = \$139 8 Students @ \$119 = \$952 2 Nonsalaried Members @ \$139 = \$278 Total based on 1,050 virtual registrants = \$230,550 minus \$3,458 group 10+ discounts (15% VC attendees groups 10+) = \$227,092	<b>\$227,092.00</b>
4	4140	ADVERTISING/GROSS			66,825	0	0	\$0	List Sales \$25K (prior was 37) plus Feathr Ad Sales 35K (prior was 35K)	<b>\$60,000.00</b>
5	4611	COMMISSION/SALES REP			17,460	0	0	\$0		<b>\$0.00</b>
6	4612	COMMISSION/ADVERTISING AGENCY		(23,000)	(63,805)	0	0	(\$24,000)	Exhibits Commission: Corcoran Exhibitions, Inc.: \$3,000 per month x 9 months (September - May) = \$27,000. Contract administration @ \$50 per company x 200 companies = \$10,000. Onsite cost for two employees @ \$1,000. Note: 0% commission on booths 1-300. Sponsorship commision @ \$20,000	<b>(\$58,000.00)</b>
7	4142	ADVERTISING/CLASSIFIED				0	0	\$0		<b>\$0.00</b>
8	4200	REGISTRATION FEES	0	(390)	1,295,297	0	0	\$0	IN-PERSON registration (65% of total hybrid conference registration): EARLY BIRD: 1,018 ACRL members @ \$399 early-bird = \$406,182 140 ALA members @ \$469 early-bird= \$65,660 456 Nonmembers @ \$549 early-bird = \$250,344 18 Retired Members @ \$179 = \$3,222 88 Students @ \$99 = \$8,719 35 Nonsalaried Members @ \$179 = \$6,265 ADVANCE: 113 ACRL members @ \$469 = \$52,545 16 ALA members @ \$549 = \$8,784 51 Nonmembers @ \$639 = \$32,589 2 Retired Member @ \$209 = \$278 10 Students @ \$139 = \$1,390 4 Nonsalaried Members @ \$209 = \$839 Total based on 1,950 in-person registrants = \$832,839 minus \$6,246 group discounts 10+ (7.5% group 10+ discounts); minus \$50,000 scholarships shown as a contra-expense	<b>\$781,153.00</b>
9	4210	EXHIBIT SPACE RENTALS	0	0	846,498	0	0	\$0	Exhibits revenue, 229 booths @ \$2,700 = \$618,300. 30% reduction from CLE in-person 327 booths	<b>\$618,300.00</b>
10	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0	\$0		<b>\$0.00</b>
11	4400	DONATIONS/HONORARIA	0	0	382,919	0	0	\$0	Donations (library and vendor) @ \$305,000. Vendor sponsorship based on slight decrease from 2019 (\$210K) and 30% reduction for library colleagues (\$105K). Overall 18% decrease from ACRL 2019	<b>\$315,000.00</b>
12	4429	OVHRD-EXMPT REVENUE/DIVISIONS		60,025	4,470	0	0	\$0	Keynote and All-conference Reception Guest Tickets @ \$3,500; \$5 hotel rebate per room night actualized x 1,453 nights = \$7,265	<b>\$10,765.00</b>
13	4430	MISCELLANEOUS FEES				0	0	\$0		<b>\$0.00</b>
14	4490	MISCELLANEOUS REVENUE				0	0	\$0		<b>\$0.00</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL ACRL 2023 Pittsburgh FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
15		<b>Revenues</b>	<b>\$0</b>	<b>\$36,635</b>	<b>\$2,549,663</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$24,000)</b>		<b>\$1,954,310.00</b>
16										
17	5000	SALARIES & WAGES	28,011	73,560	171,423	19,465	19,637	\$91,028	Salaries 23	<b>\$178,659.00</b>
18	5001	WAGES/TEMPORARY EMPLOYEES							Registration temps	<b>\$2,500.00</b>
19	5002	OVERTIME WAGES				0				
20	5005	ATTRITION FACTOR				0	0	\$0		<b>\$0.00</b>
21	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0.00</b>
22	5010	EMPLOYEE BENEFITS	8,559	22,066	52,807	6,144	6,547	\$30,827	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$60,504.00</b>
23	5110	PROFESSIONAL SERVICES		29,845	82,430	0	0	\$31,500	Online Proposal Management (eShow) @ \$8,000. Exhibits Management shown in 4612. Registration Management (Maritz/Experient) 1,050 virtual registrants @ \$10 per = \$10,500. 1,950 in-person registrants covered by 7-10% hotel commission paid to Maritz. Pathable @ \$44,890 total split over two years = \$22,445; Accessibility/ASL: \$10,000; Feathr @ \$15,000	<b>\$65,945.00</b>
24	5122	BANK S/C		4,873	48,361	0	0	\$6,500	Bank Service Fees	<b>\$39,086.00</b>
25	5150	MESSENGER SERVICE			872	0	0	\$0	FedEx, etc.	<b>\$1,000.00</b>
26	5210	TRANSPORTATION	0	920	17,528	3,000	3,000	\$1,725	Site visit and conference travel for ACRL staff and vendors. Based on current flight prices and 2017 and 2019 actuals.	<b>\$17,000.00</b>
27	5212	LODGING & MEALS	0	96	4,614	1,500	1,500	\$300	Travel, housing: Lodging for site visit = comp per contract. Based on VIP list, 170 nights needed, 82 comp nights earned 1/50's = 88 nights remaining x \$220/night ) = \$23760. 60 days per diem @ \$50 per day = \$3,000. Based on 75% comp nights earned, expecting less pick-up.	<b>\$22,360.00</b>
28	5214	ENTERTAINMENT		1,530	6,432	0	0	\$0	All-conference reception band 3500 + trivia host night 500	<b>\$4,000.00</b>
29	5300	FACILITIES RENT		8,400	40,531	0	0	\$37,000	Facilities rental: Final Payment for Pittsburgh Convention Center @\$53,000 (from \$34,195 (250K) up to \$71,695 (0K) depending on F&B spend), All-Confernce Reception (\$9,500 w/ 50%% deposit down in prior year), No Chairs Reception	<b>\$57,275.00</b>



	A	B	C	D	E	F	G	H	I	J
1	ACRL ACRL 2023 Pittsburgh FY2023									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Notes	2023 Budget
30	5301	CONFERENCE EQUIPMENT RENTAL			400,879	0	0	\$0	BARTHA 220K + 30K Virtual Conf Video Production + Conv Center Stagehands and Loaders \$17500 Rigging \$17000 Labor \$6500; Datasis: Personal computers, printers, fax, photocopier, digital posters (no touchscreen), stands \$30,000; Convention Center Internet connection/wifi - 125mbs \$60,000; Experience and Inclusion \$20,000	\$401,000.00
31	5302	MEAL FUNCTIONS			373,844	0	0	\$1,000	Convention Center F&B Min 250K for discounted space (nothing at hotels), All Conf 95000	\$345,000.00
32	5303	EXHIBITS			105,021	0	0	\$0	Exhibits: package price @ \$1.00 nsf x approx. 400,00 nsf = \$40,000, (anticipating 30% decrease in exhibitors); \$10,000 sign/furniture cushion. \$15,000 Furniture for Lounge, Exhibitor Lounge \$2K, \$10,000 misc. \$10,000 for Virtual Poster area Total: \$92,000.	\$87,000.00
33	5304	SPEAKER/GUEST EXPENSE			11,856	0	0	\$0	(keynote honorariums are inclusive of air travel typically) VIP Ground Transfers for Keynotes \$750; Lodging, travel, and per diem for three invited presenters @ \$700 x 3 = \$2,100; Nonlibrarian presenter reimbursement @ \$5,000	\$8,850.00
34	5305	SPEAKER/GUEST HONORARIUM		32,500	39,800	0	0	\$30,000	Speaker honorarium, final payments for keynote speakers, 2 at 15K each; Invited Presenters 3 @ \$1,500 each = \$4,500	\$34,500.00
35	5306	AWARDS			(58,860)	0	0	\$0	Per budget assumptions , this money covers scholarship registration fees	(\$50,000.00)
36	5307	SECURITY SERVICES			31,854	0	0	\$0	Increase in labor expenses	\$40,000.00
37	5308	SPECIAL TRANSPORTATION			21,941	0	0	\$0	All-conference busing if necessary 20K (TBD)	\$20,000.00
38	5402	PRINTING-OUTSIDE	0	376	33,617	0	0	\$0	No print mailers or TBD print based on budget performance	\$0.00
39	5403	BINDING-OUTSIDE				0	0	\$0		\$0.00
40	5404	DESIGN SERVICE-OUTSIDE	14,850	3,388	22,445	0	0	\$10,000	In house design	\$0.00
41	5406	REVIEW SERVICE				0	0	\$0		\$0.00
42	5410	MAIL SERVICE-OUTSIDE	0		1,302	0	0	\$800	Mail service outside	\$200.00
43	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		10,225	16,465	0	0	\$10,000	Headshot Studio 20 + Professional Photography 6000	\$26,000.00
44	5416	ADVERTISING PRODUCTION COST				0	0	\$0		\$0.00
45	5420	COPYRIGHT FEES		1,095	789	0	0	\$0	Copyright Fees	\$0.00
46	5500	SUPPLIES/OPERATING	1,487	3,936	28,457	0	0	\$5,000	Supplies, swag, volunteer buttons. Supplies 5K, Swag 6x2000 = 2100, Vol Buttons 1000	\$18,000.00
47	5510	INSURANCE		6,059		0	0	\$7,000	Cancellation insurance	\$9,000.00
48	5522	TELEPHONE/FAX			35	0	0	\$0		\$50.00
49	5523	POSTAGE/E-MAIL			22,440	0	0	\$250	No print mailings	\$0.00
50	5525	UTILITIES				0	0	\$0		\$0.00
51	5530	DEPRECIATION F/E	121	246	1,168	0	0	\$0		\$0.00
52	5531	DEPRECIATION BUILDING				0	0	\$0		\$0.00
53	5560	ORG SUPPORT/CONTRIBUTION			(10,000)	0	0	\$0		\$0.00
54	5599	MISC EXPENSE	1,750	3,026	6,213	913	1,048	\$5,213	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.	\$12,238.00
55	5908	IUT/MAINTENANCE				0	0	\$0		\$0.00
56	5909	IUT/DIST CTR		10	(5)	0	0	\$0		\$0.00
57	5910	IUT/REPRO CTR		217	448	0	0	\$0		\$0.00
58	5911	IUT/OVERHEAD	0	(6,072)	573,003	0	0	\$0	IUT General overhead	\$401,475.00
59	5998	IUT/ALLOCATIONS				0	0	\$0		\$0.00
60	5600	TAXES/INCOME	(1,200)		0				Unrelated business taxes @ 2% of ad revenue	
61	Expenses		53,579	196,295	2,047,712	31,022	31,732	\$268,143		\$1,801,642.00
62										
63	Net		(53,579)	(159,660)	501,952	(31,022)	(31,732)	(\$292,143)		\$152,668.00



	A	B	C	D	E	F	G	H	I	J
1	ACRL ACRL 2025 Minneapolis FY2023									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Notes	2023 Budget
3	4140	ADVERTISING/GROSS	80,320		0	0	45,000			
4	4143	ADVERTISING/ON-LINE				0				
5	4610	COMMISSION/LINE ADV				0				
6	4611	COMMISSION/SALES REP	98,365	0		0	16,000			
7	4612	COMMISSION/ADVERTISING AGENCY	(91,135)			(24,000)	(48,309)			
8	4142	ADVERTISING/CLASSIFIED				0				
9	4200	REGISTRATION FEES	1,432,100	0		0	1,036,329			
10	4210	EXHIBIT SPACE RENTALS	957,420	0	0	0	767,600			
11	4220	MEAL FUNCTIONS				0				
12	4300	GRANTS/CONTRACTS/AWARDS				0				
13	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0				
14	4400	DONATIONS/HONORARIA	335,300		0	0	250,000			
15	4429	OVRRD-EXMPT REVENUE/DIVISIONS	2,925			0	1,000			
16	4430	MISCELLANEOUS FEES				0				
17	4490	MISCELLANEOUS REVENUE				0				
18		Revenues	\$2,815,296	\$0	\$0	(\$24,000)	\$2,067,620	\$0		\$0
19										
20	5000	SALARIES & WAGES	139,553	28,942	22,097	91,354	156,398	\$20,290	Salaries	\$19,170
21	5001	WAGES/TEMPORARY EMPLOYEES								
22	5002	OVERTIME WAGES				0				
23	5005	ATTRITION FACTOR				0	0			
24	5009	ACCRUED VACATION WAGES				0				
25	5010	EMPLOYEE BENEFITS	42,644	8,682	6,807	28,835	52,139	\$6,871	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,492
26	5100	TEMPORARY EMPLOYEES/OUTSIDE	1,719			0	3,000			
27	5110	PROFESSIONAL SERVICES	84,377	75	2,708	15,000	84,700			
28	5120	LEGAL FEES				0				
29	5121	AUDIT/TAX FEES				0				
30	5122	BANK S/C	53,285	1,893	3,902	6,500	52,000			

	A	B	C	D	E	F	G	H	I	J
1	ACRL ACRL 2025 Minneapolis FY2023									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Notes	2023 Budget
31	5130	LOBBYING / CONSULTING								
32	5140	EQUIP/FURN REPAIRS				0				
33	5141	MAINTENANCE AGREEMENTS								
34	5150	MESSENGER SERVICE	1,257	0		0	1,200			
35	5151	DUPLICATION/OUTSIDE				0				
36	5210	TRANSPORTATION	12,160	613	398	1,725	19,920	\$0	2025 (Minneapolis) site visits as necessary	\$0
37	5212	LODGING & MEALS	4,279	287	103	300	16,200	\$0	2025 (Minneapolis) site visits as necessary	\$0
38	5214	ENTERTAINMENT	6,636			0	1,000			
39	5216	BUSINESS MEETINGS				0				
40	5219	UNALLOCATED AMERICAN EXPRESS								
41	5300	FACILITIES RENT	48,185			44,500	47,700			
42	5301	CONFERENCE EQUIPMENT RENTAL	353,826			0	162,000			
43	5302	MEAL FUNCTIONS	360,046			1,000	287,704			
44	5303	EXHIBITS	86,553			0	108,000			
45	5304	SPEAKER/GUEST EXPENSE	8,110	0		0	14,000			
46	5305	SPEAKER/GUEST HONORARIUM	43,000			30,000	43,500			
47	5306	AWARDS	0	0		0				
48	5307	SECURITY SERVICES	17,991			0	45,000			
49	5308	SPECIAL TRANSPORTATION	25,866			0	20,000			
50	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	187,000			
51	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0				
52	5350	PROGRAM ALLOCATION				0				
53	5400	EDITORIAL/PROOFREADING/OUTSIDE				0				
54	5401	TYPESETTING/COMPOSITION-OUTSD				0				
55	5402	PRINTING-OUTSIDE	32,681			9,000	24,300			
56	5403	BINDING-OUTSIDE				0				
57	5404	DESIGN SERVICE-OUTSIDE	17,334	0	9,075	15,000	19,987			
58	5406	REVIEW SERVICE				0				
59	5410	MAIL SERVICE-OUTSIDE	2,096			800	1,800			
60	5411	ADVERTISING/SPACE				0				
61	5412	ADVERTISING/DIRECT				0				
62	5413	MAIL LIST RENTAL				0				
63	5414	SUPPLIES/PRODUCTION				0				
64	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	26,066			11,000	14,000			
65	5416	ADVERTISING PRODUCTION COST				0				
66	5420	COPYRIGHT FEES	744			1,200	825			
67	5500	SUPPLIES/OPERATING	25,981	22		7,500	35,200			

	A	B	C	D	E	F	G	H	I	J
1	ACRL ACRL 2025 Minneapolis FY2023									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Notes	2023 Budget
68	5501	EQUIPMENT & SOFTWARE/MINOR				0				
69	5502	REFERENCE MATERIAL/PERIODICALS				0				
70	5510	INSURANCE				7,000				
71	5520	EQUIPMENT RENTAL/LEASE				0				
72	5521	SPACE RENT				0				
73	5522	TELEPHONE/FAX	305			0	525			
74	5523	POSTAGE/E-MAIL	30,841			2,000	16,000			
75	5525	UTILITIES	32,907			0	30,000			
76	5530	DEPRECIATION F/E	605	97	151	0				
77	5560	ORG SUPPORT/CONTRIBUTION				0	(58,950)			
78	5599	MISC EXPENSE	8,840	1,190	801	4,383	8,346	\$1,162	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.	\$1,313
79	5909	IUT/DIST CTR	87			0				
80	5910	IUT/REPRO CTR	595			0	500			
81	5999	IUT/MISC	(10,000)			0				
82	5911	IUT/OVERHEAD	653,947	0		(6,360)	481,404	\$0	IUT General overhead	\$0
83	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
84	5600	TAXES/INCOME	0				900			
85	Expenses		\$2,112,515	\$41,801	\$46,042	\$270,736	\$1,876,298	\$28,323	\$0	\$26,975
86										
87	Net		\$702,780	(\$41,801)	(\$46,042)	(\$294,736)	\$191,322	(\$28,323)	\$0	(\$26,975)

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL IIL Immersion National FY2023</b>									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
			142,705	196,635	172,155	154,644	154,644	\$170,575	This assumes a return to in-person immersion in summer 2023. The facilitators are developing virtual components if a F2F program is not viable. IMMERSION Location Loyola University Chicago - Registration fees: 75 members @ \$1,995; 10 non-members @ \$2,095. Total: \$170,575. Based on 85 attendees, recognizing 100% of revenue. Scholarships shown as a contra-expense in 5306.	\$170,575
3	4200	REGISTRATION FEES								
4	4429	OVRRD-EXMPT REVENUE/DIVISIONS	22,598	35,413	49,910	30,070	30,070	\$30,070	Revenue for IMMERSION dorm lodging: 85 participants @ \$500 per person	\$30,070
5	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
6	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
7		<b>Revenues</b>	<b>\$165,303</b>	<b>\$232,048</b>	<b>\$222,065</b>	<b>\$184,714</b>	<b>\$184,714</b>	<b>\$200,645</b>		<b>\$200,645</b>
8										
9	5000	SALARIES & WAGES	9,751	20,621	15,799	16,474	16,474	\$18,734	Salaries calculated at % listed in salary matrix.	\$17,527
10	5001	WAGES/TEMPORARY EMPLOYEES								
11	5002	OVERTIME WAGES				0	0	\$0		\$0
12	5005	ATTRITION FACTOR				0	0	\$0		\$0
13	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
14	5010	EMPLOYEE BENEFITS	2,980	6,186	4,867	5,492	5,492	\$6,344	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,936
15	5110	PROFESSIONAL SERVICES	4,000		3,057	0	0	\$0	Registration instead of competitive application process, eShow application system not needed	\$0
16	5120	LEGAL FEES				0	0	\$0		\$0
17	5121	AUDIT/TAX FEES				0	0	\$0		\$0
18	5122	BANK S/C	4,643	7,167	6,478	5,172	5,172	\$5,117	Bank Charges on credit cards.	\$5,117
19	5130	LOBBYING / CONSULTING								
20	5140	EQUIP/FURN REPAIRS				0	0	\$0		\$0
21	5141	MAINTENANCE AGREEMENTS								
22	5150	MESSENGER SERVICE	185	238	55	350	350	\$350	Messenger service	\$350
23	5151	DUPLICATION/OUTSIDE				0	0	\$0		\$0
24	5210	TRANSPORTATION	13,020	895	1,411	525	525	\$525	Travel-out-of-town: vicinity travel @ \$150	\$525
			38,059	79,546	69,388	46,075	46,075	\$46,075	IMMERSION 89 registrants: 5 nights lodging @ \$500 per person x 85 <This fee is covered by 4429 overhead exempt revenue>; Meals = \$140 per person @ dorm meals (B, L, D) x 91 = \$12,740	\$46,075
25	5212	LODGING & MEALS								
26	5214	ENTERTAINMENT			4,730	5,500	5,500	\$5,500	Entertainment: Thursday night happy hour	\$5,500
27	5300	FACILITIES RENT	14,939	8,115	17,700	6,240	6,240	\$6,240	Facilities rental at Loyola, plenary @ \$2,700 per day plus \$25 per classroom per day (8*\$110*5)	\$6,240
28	5301	CONFERENCE EQUIPMENT RENTAL	657		4,175	2,520	2,520	\$2,520	Audiovisual equipment, Damen built-in AV @ \$150 per day. majority built in meeting rooms @ \$25 per room per day. Wifi per participant @ \$10 x 110 (two devices per participant)	\$2,520

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL IIL Immersion National FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
29	5302	MEAL FUNCTIONS	16,985	(294)	15,043	17,888	17,888	\$17,888	Five Morning and four afternoon breaks: 91 people x 9 breaks @ \$15 = \$12,285 (includes \$750 cushion for additional coffee or bar drinks); Welcome dinner @ \$38 per person x 91 = \$3,458	\$17,888
30	5303	EXHIBITS				0	0	\$0		\$0
31	5304	SPEAKER/GUEST EXPENSE	7,581	7,157	10,220	8,900	8,900	\$8,900	Faculty expenses	\$7,500
32	5305	SPEAKER/GUEST HONORARIUM	21,000	34,250	21,250	24,750	24,750	\$24,750	Faculty honoraria: 6 faculty @ \$3,750 honorarium with \$750 for the additional stipend to the lead faculty, plus \$1500 for Immersion coordinator and \$500 for Immersion observer	\$24,750
33	5306	AWARDS	(12,000)	2,898	(11,970)	(12,000)	(12,000)	(\$12,000)	Contra-expense for Immersion scholarship awards	(\$10,000)
34	5402	PRINTING-OUTSIDE	257	4,426	2,738	5,000	5,000	\$5,000	Printing, notebook production	\$5,000
35	5420	COPYRIGHT FEES		1,687	499	1,000	1,000	\$1,000	Copyright fees	\$1,000
36	5031	STAFF DEVELOPMENT		415		0	0	\$0		\$0
37	5500	SUPPLIES/OPERATING	981	5,630	436	2,700	2,700	\$2,700	Closing plenary materials/other supplies @ \$1500	\$1,500
38	5525	UTILITIES				0	0	\$0		\$0
39	5530	DEPRECIATION F/E	42	69	108	0	0	\$0		\$0
40	5541	COLLECTION EXPENSE								
41	5543	BAD DEBT EXPENSE	147	147	147	147	147	\$147	Bad Debt	\$147
42	5599	MISC EXPENSE	609	848	573	879	879	\$1,073	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.	\$1,201
43	5909	IUT/DIST CTR				0	0	\$0	IUT-Distribution	\$0
44	5910	IUT/REPRO CTR				50	50	\$50	IUT-Reprographics	\$50
45	5940	IUT/REGISTRATION PROCESSING	664	(625)		742	742	\$742	Registration processing	\$742
46	5941	IUT/CHOICE				0	0	\$0		\$0
47	5942	IUT/ADVERTISING				0	0	\$0		\$0
48	5999	IUT/MISC		(8,475)		0	0	\$0		\$0
49	5911	IUT/OVERHEAD	37,674	51,912	45,621	40,981	40,981	\$53,171	IUT General overhead at ALA rate	\$53,171
50	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
51	5600	TAXES/INCOME								
52	<b>Expenses</b>		<b>\$162,173</b>	<b>\$222,813</b>	<b>\$212,324</b>		<b>\$179,385</b>	<b>\$194,826</b>		<b>\$192,739</b>
53										
54	<b>Net</b>		<b>\$3,130</b>	<b>\$9,235</b>	<b>\$9,741</b>		<b>\$5,329</b>	<b>\$5,819</b>		<b>\$7,906</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Friends of ACRL FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES				0	0	\$0	All revenues show in restricted account, 48-403-xxxx-3831	\$0
4		<b>Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
5										
6	5000	SALARIES & WAGES	33,988	35,633	88,013	40,550	78,215	\$32,717	Salaries calculated at % listed in salary matrix	\$29,164
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES				0				
9	5005	ATTRITION FACTOR				0	0	\$0		\$0
10	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
11	5010	EMPLOYEE BENEFITS	10,384	10,689	27,113	12,799	26,075	\$11,080	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$9,876
12	5014	ANNUITY/EMPLOYER CONTRIBUTION								
13	5122	BANK S/C	582	637	752	593	711	\$1,750	Credit card fees calculated at 2.9% of credit card donations, credit card donations are 70% of total donations, which are budgeted at \$25,000	\$1,750
14	5350	PROGRAM ALLOCATION	12,312	16,273	9,242	3,700	9,250	\$300	Program development: \$500 for pins, ribbons, other donor recognition; \$8500 for donor recognition reception at ACRL 2023 Conference	\$9,000
15	5412	ADVERTISING/DIRECT				0	0	\$0		\$0
16	5500	SUPPLIES/OPERATING	168			0	0	\$0		\$0
17	5523	POSTAGE/E-MAIL			536	0	0	\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Friends of ACRL FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
18	5525	UTILITIES				0	0	\$0		\$0
19	5530	DEPRECIATION F/E	147	119	600	0	0	\$0		\$0
20	5531	DEPRECIATION BUILDING				0	0	\$0		\$0
21	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0	\$0		\$0
22	5533	DO NOT USE N/S Intangible Assets								
23	5560	ORG SUPPORT/CONTRIBUTION				0	0	\$0		\$0
24	5599	MISC EXPENSE	2,124	1,466	3,190	1,799	4,174	\$1,874	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.	\$1,998
25	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
26	5909	IUT/DIST CTR	540	522	372	521	372	\$0	IUT-Distribution	\$0
27	5910	IUT/REPRO CTR		19	182	0	190	\$0	IUT-Reprographics	\$0
28	5999	IUT/MISC				0	0	\$0		\$0
29	5911	IUT/OVERHEAD				0	0	\$0		\$0
30	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
31	5600	TAXES/INCOME								
32		<b>Expenses</b>	<b>\$60,245</b>	<b>\$65,357</b>	<b>\$129,998</b>	<b>\$59,962</b>	<b>\$118,987</b>	<b>\$47,721</b>		<b>\$51,788</b>
33										
34		<b>Net</b>	<b>(\$60,245)</b>	<b>(\$65,357)</b>	<b>(\$129,998)</b>	<b>(\$59,962)</b>	<b>(\$118,987)</b>	<b>(\$47,721)</b>		<b>(\$51,788)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Section Special Events FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0	\$0		\$0
4	4400	DONATIONS/HONORARIA	16,400	26,900	31,675	12,000	12,000	\$12,000	Donations for special events budgeted at typical rates.	\$12,000
5	4429	OVRRHD-EXMPT REVENUE/DIVISIONS	5,329	4,382	3,212	3,125	3,125	\$3,125	Participant Fees: \$25 @ 125 (based on average registrations collected for special events hosted by ESS, DOLS, STS, CLS and CJCLS).	\$3,125
6	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
7	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
8	<b>Revenues</b>		<b>\$21,729</b>	<b>\$31,282</b>	<b>\$34,887</b>	<b>\$15,125</b>	<b>\$15,125</b>	<b>\$15,125</b>		<b>\$15,125</b>
9										
10	5000	SALARIES & WAGES	9,413	6,029	5,481		4,871	\$5,721	Salaries calculated as percentage of total as listed in salary matrix	\$0
11	5001	WAGES/TEMPORARY EMPLOYEES								
12	5002	OVERTIME WAGES								
13	5005	ATTRITION FACTOR				0	0	\$0		\$0
14	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
15	5010	EMPLOYEE BENEFITS	2,877	1,809	1,688	0	1,624	\$1,937	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$0
16	5122	BANK S/C	90	265	288	0	0	\$0		\$0
17	5150	MESSENGER SERVICE				200	200	\$200	Messenger service	\$200
18	5350	PROGRAM ALLOCATION	19,282	28,141	33,157	14,000	14,000	\$14,000	Payments for special events (ESS Cruise, CLS, DOLS, CJCLS and STS events at MW and AC) for which registration money has been collected.	\$14,000
19	5530	DEPRECIATION F/E	41	20	37	0	0	\$0		\$0
20	5599	MISC EXPENSE	588	248	199	298	260	\$328	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.	\$0
21	5909	IUT/DIST CTR	15	1		0	0	\$0		\$0
22	5911	IUT/OVERHEAD				0	0	\$0		\$0
23	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
24	5600	TAXES/INCOME								
25	<b>Expenses</b>		<b>\$32,306</b>	<b>\$36,513</b>	<b>\$40,849</b>	<b>\$14,498</b>	<b>\$20,955</b>	<b>\$22,186</b>	<b>\$0</b>	<b>\$14,200</b>
26										
27	<b>Net</b>		<b>(\$10,576)</b>	<b>(\$5,231)</b>	<b>(\$5,962)</b>	<b>\$627</b>	<b>(\$5,830)</b>	<b>(\$7,061)</b>	<b>\$0</b>	<b>\$925</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Immersion Licensing FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES				22,500	25,000	\$25,000	Licensed Immersion Program TBD for FY23	\$0
4	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
5		<b>Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,500</b>	<b>\$25,000</b>	<b>\$25,000</b>		<b>\$0</b>
6										\$0
7	5000	SALARIES & WAGES					0	\$3,497	Salaries calculated at % of total ACRL per time study	\$0
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES								
10	5005	ATTRITION FACTOR				0	0	\$0		\$0
11	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
12	5010	EMPLOYEE BENEFITS				0	0	\$1,184	Benefits	\$0
13	5122	BANK S/C				0	0	\$0	Bank Charges on credit cards.	\$0
14	5150	MESSENGER SERVICE				500	250	\$250	Messenger service, shipping materials (standards, certificates, boxes of "stuff") to regional site.	\$0
15	5151	DUPLICATION/OUTSIDE				0				
16	5210	TRANSPORTATION	848			0	0	\$0	Travel out of town (not needed, regional host)	\$0
						0	0	\$0	Lodging and meals -- assuming local attendees so lodging and meals (other than morning and afternoon refreshment breaks) would be on own	\$0
17	5212	LODGING & MEALS								
						0	0	\$0	Facility rental: adequate meeting space for 50+ attendees (?) in eight rounds of 5 people each provided on a complimentary basis by host institution	\$0
18	5300	FACILITIES RENT								
19	5301	CONFERENCE EQUIPMENT RENTAL				0	0	\$0	Equipment rental: data projector, screen, flipcharts, power cords provided on a complimentary basis by host institution	\$0
20	5302	MEAL FUNCTIONS				0	0	\$0	Meal functions: morning and afternoon refreshment breaks provided by regional host.	\$0
21	5303	EXHIBITS				0	0	\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Immersion Licensing FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
22	5304	SPEAKER/GUEST EXPENSE	0			0	0	\$0	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. Approx \$5,550 OVER AND ABOVE LICENSE FEE, which is paid by the institution licensing the institute.	\$0
23	5305	SPEAKER/GUEST HONORARIUM			3,750	8,400	8,400	\$8,400	Honorarium for faculty @ \$850 per day x 3 days = \$2,550 per faculty x 3 faculty, plus \$750 for lead faculty	\$0
24	5402	PRINTING-OUTSIDE				1,340	1,340	\$1,340	Notebook printing @ approx. \$15 per notebook x 56 participants plus faculty and file copies. \$500 misc. printing cushion.	\$0
25	5420	COPYRIGHT FEES				200	175	\$175	Copyright fees: Immersion notebook readings (Copyright Clearance Center)	\$0
26	5500	SUPPLIES/OPERATING				2,100	1,500	\$1,500	56 binders/dividers @ \$1,000; Misc supplies (swag) @ \$500.	\$0
27	5522	TELEPHONE/FAX				0	0	\$0	Telephone (for dial in access at presentation)	\$0
28	5523	POSTAGE/E-MAIL				0	0	\$0	Invitation to Apply, e-mail registration packet and brochure	\$0
29	5543	BAD DEBT EXPENSE				0	0	\$0	Bad Debt	\$0
30	5599	MISC EXPENSE				34	0	\$200	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.	\$0
31	5910	IUT/REPRO CTR				25	25	\$25	IUT-Reprographics	\$0
32	5911	IUT/OVERHEAD				2,981	3,313	\$3,313	License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting	\$0
33	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
34	5600	TAXES/INCOME								
35	<b>Expenses</b>		<b>848</b>	<b>0</b>	<b>3,750</b>	<b>15,580</b>	<b>15,003</b>	<b>\$19,884</b>		<b>\$0</b>
36										
37	<b>Net</b>		<b>(848)</b>	<b>0</b>	<b>(3,750)</b>	<b>6,920</b>	<b>9,997</b>	<b>\$5,116</b>		<b>\$0</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Annual Conf. Programs FY2023</b>									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
3	4400	DONATIONS/HONORARIA	16,300	15,800	14,000	16,000	16,000	\$14,000	Donations for Annual Conference programs and poster sessions/receptions budgeted at more typical donation rate.	<b>\$14,000</b>
4		<b>Revenues</b>	<b>\$16,300</b>	<b>\$15,800</b>	<b>\$14,000</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$14,000</b>		<b>\$14,000</b>
5										
6	5000	SALARIES & WAGES	16,001	11,456	15,604	10,137	13,867	\$9,842	Salaries @ % listed in the salary matrix	<b>\$8,635</b>
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES				0				
9	5005	ATTRITION FACTOR				0	0	\$0		<b>\$0</b>
10	5009	ACCRUED VACATION WAGES				0	0	\$0		<b>\$0</b>
11	5010	EMPLOYEE BENEFITS	4,890	3,437	4,807	3,200	4,623	\$3,333	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$2,924</b>
12	5122	BANK S/C	14	29		0	0	\$0		<b>\$0</b>
13	5302	MEAL FUNCTIONS	4,984	11,516	9,734	14,000	14,000	\$10,000	Catering at programs and poster sessions/receptions (offset by donations)	<b>\$10,000</b>
14	5350	PROGRAM ALLOCATION	16,956	8,065	10,278	27,700	13,850	\$13,850	ACRL Board allocation of \$7,150 for program speakers, photocopying, posterboards, \$200 flyer for President's program with award winners on back side, \$6500 for ACRL President's Program.	<b>\$13,850</b>
15	5402	PRINTING-OUTSIDE				2,000	2,000	\$0	Share of this project's printing costs for Annual Conference Programs and meetings C&RL News insert	<b>\$0</b>
16	5530	DEPRECIATION F/E	69	38	106	0	0	\$0		<b>\$0</b>
17	5599	MISC EXPENSE	1,000	471	566	513	740	\$564	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>\$591</b>
18	5909	IUT/DIST CTR	6			0	0	\$0		<b>\$0</b>
19	5910	IUT/REPRO CTR			28	0	0	\$0		<b>\$0</b>
20	5600	TAXES/INCOME								
21		<b>Expenses</b>	<b>\$43,920</b>	<b>\$35,012</b>	<b>\$41,123</b>	<b>\$57,550</b>	<b>\$49,080</b>	<b>\$37,589</b>		<b>\$36,000</b>
22										
23		<b>Net</b>	<b>(\$27,620)</b>	<b>(\$19,212)</b>	<b>(\$27,123)</b>	<b>(\$41,550)</b>	<b>(\$33,080)</b>	<b>(\$23,589)</b>		<b>(\$22,000)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Scholarships FY2023</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
4		<b>Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
5										
6	5000	SALARIES & WAGES					0	\$0		\$0
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR				0	0	\$0		\$0
10	5009	ACCRUED VACATION WAGES				0	0	\$0		\$0
11	5010	EMPLOYEE BENEFITS				0	0	\$0		\$0
12	5306	AWARDS	81,270	28,295	82,580	43,000	101,999	\$37,000	ACRL Immersion Program; \$10,000. RBMS Conference @ \$13,000 (funded by conference revenue profit share from prior year, avg. of past 3 in-person years is 13K); ACRL 2023 Conference Registration Scholarships @ \$50,000 (in addition to 65K in Friends Fund for stipends). ALA Spectrum Scholars ACRL support for 3 scholars (Two scholars were approved in FY22, but only was funded. After FY23, ACRL will return to fundign two scholars.): \$21,000. Online learning scholarships @ \$1,000. Budgeted from ACRL's net asset balance	<b>\$95,000</b>
13	5940	IUT/REGISTRATION PROCESSING		4,075		0	0	\$0		\$0
14	5999	IUT/MISC		8,475		0	0	\$0		\$0
15	5911	IUT/OVERHEAD				0	0	\$0		\$0
16	5998	IUT/ALLOCATIONS				0	0	\$0		\$0
17	5600	TAXES/INCOME								
18		<b>Expenses</b>	<b>\$81,270</b>	<b>\$40,845</b>	<b>\$82,580</b>	<b>\$43,000</b>	<b>\$101,999</b>	<b>\$37,000</b>		<b>\$95,000</b>
19										
20		<b>Net</b>	<b>(81,270)</b>	<b>(40,845)</b>	<b>(82,580)</b>	<b>(43,000)</b>	<b>(101,999)</b>	<b>(\$37,000)</b>		<b>(\$95,000)</b>

404 FY23 CHOICE Budget at a Glance

January 2022

January 2022		3d Close										
		FY23B	FY22B	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13
TOTAL REVENUES		2,278,902	2,246,444	2,390,898	2,435,931	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390	3,030,957	2,926,519
TOTAL EXPENSES		2,523,200	2,456,389	2,297,847	2,419,150	2,698,854	2,945,285	3,055,258	3,129,365	3,150,448	3,063,120	3,171,398
NET REVENUES		(244,298)	(209,945)	93,051	16,781	(177,990)	(132,001)	(114,765)	(236,390)	(133,058)	(32,163)	(244,879)
REVENUE												
SUBSCRIPTIONS												
3900	4110 Choice magazine	232,934	263,500	301,761	413,039	387,925	429,171	445,608	519,261	546,882	583,075	615,318
3901	4110 Reviews on Cards	46,963	55,250	63,807	74,101	92,677	100,070	116,186	141,372	148,602	163,521	172,443
	Subtotal: Choice Print	279,897	318,750	365,568	487,140	480,602	529,241	561,794	660,633	695,484	746,596	787,761
3913	4110 Choice Reviews	522,652	529,000	590,636	572,901	651,630	678,076	684,248	652,009	679,982	633,347	611,952
	Subtotal: All Choice	802,549	847,750	956,204	1,060,041	1,132,232	1,207,317	1,246,042	1,312,642	1,375,466	1,379,943	1,399,713
3905	4110 Resources for College Libraries	125,000	130,000	114,391	122,282	132,798	138,545	147,579	145,365	195,935	217,738	110,291
3918	4110 ccAdvisor (Choice)	0	33,000	14,719	26,577	41,100	32,130	0	0	0	0	0
4110	TOTAL SUBSCRIPTIONS	927,549	1,010,750	1,085,314	1,208,900	1,306,130	1,377,992	1,393,621	1,458,007	1,571,401	1,597,681	1,510,004
ADVERTISING & SPONSORED CONTENT												
	4143 Mobile app gross (Choice)	0	0	0	0	0	8,564	17,692	0	0	0	0
3904	4610 Commissions	0	0	0	0	0	(101)	(1,235)	0	0	0	0
	Mobile app net	0	0	0	0	0	8,463	16,457	0	0	0	0
	4140 Choice magazine	120,000	150,000	142,683	230,789	266,090	352,534	439,984	437,178	441,333	453,263	534,200
3907	4611 Commissions and agency fees	(5,400)	(6,750)	(6,769)	(10,179)	(7,804)	(10,856)	(17,239)	(23,274)	(30,771)	(86,332)	(101,373)
	Choice magazine net	114,600	143,250	135,914	220,610	258,286	341,678	422,745	413,904	410,562	366,931	432,827
	4143 Choice Reviews gross	40,000	35,000	45,400	60,025	146,775	183,340	196,813	163,787	183,734	163,380	123,415
3913	4610 Commissions	(1,800)	(1,575)	(2,257)	(1,556)	(5,407)	(5,601)	(7,743)	(8,589)	(9,572)	(10,137)	(7,193)
	Choice Reviews net	38,200	33,425	43,143	58,469	141,368	177,739	189,070	155,198	174,162	153,243	116,222
	4140 Content marketing: WP/CS	60,000	60,000	45,105	25,000	51,100	40,000	0	0	0	0	0
	4143 Content marketing: Podcasts	45,000	35,000		17,495		15,500	0	0	0	0	0
	4143 Content marketing: eBlasts	240,000	140,000	305,835	121,216	see 3913	see 3913	see 3913	see 3913	see 3913	see 3913	see 3913
3914	4143 Content marketing: Newsletters and Other		60,000		51,950	see 3913	see 3913	see 3913	see 3913	see 3913	see 3913	see 3913
	4610 Digital commissions	(12,825)	(10,575)	(16,589)	0	0	0	0	0	0	0	0
	4611 Print commissions	(2,700)	(2,700)	(3,791)	(11,464)	(2,705)	(4,028)	0	0	0	0	0
	Choice content marketing net	329,475	281,725	330,560	204,196	48,395	51,472	0	0	0	0	0
	4143 ccAdvisor gross (Choice)	0	5,000	1,850	6,630	12,826	12,323	0	0	0	0	0
3918	4610 Commissions	0	(225)	(196)	(212)	(647)	(506)	0	0	0	0	0
	ccAdvisor net	0	4,775	1,654	6,418	12,179	11,817	0	0	0	0	0
	4143 Choice360	70,000	35,000	0	0	0	0	0	0	0	0	0
3919	4610 Commissions	(3,150)	(1,575)	0	0	0	0	0	0	0	0	0
	Choice360 Net	66,850	33,425	0	0	0	0	0	0	0	0	0
	4140 Print Advertising Gross	180,000	210,000	187,788	273,284	317,190	392,534	439,984	437,178	441,333	453,263	534,200
	4143 Digital Advertising Gross	395,000	310,000	353,085	239,820	159,601	219,727	214,505	163,787	183,734	163,380	123,415
	Subtotal x webinars	575,000	520,000	540,873	513,104	476,791	612,261	654,489	600,965	625,067	616,643	657,615
	4611 Sales Commission: Print	(20,531)	(19,491)	(26,558)	(32,031)	(17,011)	(19,138)	(24,598)	(29,247)	(30,771)	(86,332)	(101,373)
	4610 Sales Commission: Digital	(17,775)	(13,950)	(19,042)	(1,768)	(6,054)	(6,208)	(8,978)	(8,589)	(9,572)	(10,137)	(7,193)
	Subtotal Commissions	(38,306)	(33,441)	(45,600)	(33,799)	(23,065)	(25,346)	(34,613)	(37,836)	(40,343)	(96,469)	(108,566)
	Total Advertising x Webinars	536,694	486,559	495,273	479,305	453,785	586,915	619,876	563,129	584,724	520,174	549,049
	4105 Webinars gross (Choice)	276,250	223,125	282,532	191,195	145,325	106,675	105,600	91,300	77,750	18,325	7,000
3909	4611 Webinar commissions	(12,431)	(10,041)	(15,998)	(10,388)	(6,443)	(4,254)	(7,359)	(5,973)	0	0	0
	Webinars net	263,819	213,084	266,534	180,807	138,882	102,421	98,241	85,327	77,750	18,325	7,000
	TOTAL ADVERTISING & SPONSORED CONTENT	812,944	709,684	777,805	670,500	599,110	693,590	725,476	654,429	662,474	538,499	556,049
ROYALTIES												
3900	4421 Choice (CCC, reprints, etc.)	500	1,300	403	680	1,370	931	6,189	1,318	271	1,438	2,695
3902	4421 Choice reviews	465,710	455,210	465,663	486,539	513,321	514,160	561,853	500,089	492,013	595,464	639,202
3905	4421 Resources for College Libraries	10,000	10,000	10,000	18,000	7,000	15,000	78,500	119,964	130,483	162,000	108,840
	TOTAL ROYALTIES	476,210	466,510	476,066	505,219	521,691	530,091	646,542	621,371	622,767	758,902	750,737
MISCELLANEOUS SALES												
3900	4109 Misc. Sales	200	2,500	41	2,589	158	1,847	5,638	7,102	6,659	5,604	5,512
3905	4109 RCL Reimbursement	0	See 3905	See 3905	See 3905	See 3905	79,713	82,090	70,962	80,000	90,296	69,704
3913	4109 EBSCO affiliate fee	12,000	12,000	12,000	12,000	12,000	12,000	0	0	0	0	0
	TOTAL MISC SALES	12,200	14,500	12,041	14,589	12,158	93,560	87,728	78,064	86,659	95,900	75,216
MISCELLANEOUS REVENUE												
3900	4490 Remaindered books	50,000	45,000	39,672	36,723	81,775	118,051	87,126	81,104	74,089	39,975	34,513
	TOTAL MISC REVENUE	50,000	45,000	39,672	36,723	81,775	118,051	87,126	81,104	74,089	39,975	34,513
					51,312	93,933	211,611	174,854	159,168	160,748	135,875	109,729
TOTAL REVENUES		2,278,902	2,246,444	2,390,898	2,435,931	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390	3,030,957	2,926,519
EXPENSES												
	Payroll and Related Expenses	1,646,935	1,632,529	1,475,795	1,508,575	1,665,237	1,618,841	1,586,901	1,380,512	1,388,005	1,412,541	1,286,139
	Outside Services	111,859	74,281	116,425	86,062	101,658	187,180	322,293	438,545	411,743	383,042	479,230
	Travel and Related Expenses	12,900	6,700	219	10,271	41,543	38,949	48,575	52,412	48,851	36,133	53,916
	Meetings and Conferences	0	13,000	0	1,250	11,771	13,658	12,495	11,752	11,463	41,857	50,591
	Publication-related Expenses	284,440	246,975	259,216	274,467	260,373	303,821	308,158	487,107	503,325	434,000	517,838
	Operating Expenses	174,741	206,359	178,321	244,113	308,930	421,091	394,287	410,142	388,720	382,897	356,092
	TOTAL DIRECT EXPENSES	2,230,875	2,179,844	2,029,976	2,124,738	2,389,512	2,583,540	2,672,709	2,780,470	2,752,107	2,690,470	2,743,806
			0									
	TOTAL INDIRECT EXPENSES	(35,129)	(37,348)	(55,905)	(57,597)	(63,083)	(59,354)	(55,257)	(89,222)	(73,153)	(81,168)	(36,091)
			0									
	IUT/Overhead	301,955	297,654	298,491	322,761	334,014	371,353	388,206	374,640	383,209	367,338	373,131
	IUT/Allocations (Liberty Square)	25,500	16,240	25,285	29,248	38,411	49,746	55,905	63,477	81,980	86,480	90,552
	UBIT	0	0	0	0	0	0	(6,305)	0	6,305	-	0
	TOTAL OVERHEAD	327,455	313,894	323,776	352,009	372,425	421,099	437,806	438,117	471,494	453,818	463,683
TOTAL EXPENSES		2,523,200	2,456,389	2,297,847	2,419,150	2,698,854	2,945,285	3,055,258	3,129,365	3,150,448	3,063,120	3,171,398

322,388  
FY21 PPP

FY23B

		ADMIN	CHOICE MAGAZINE	REVIEWS ON CARDS	REVIEW LICENSING	RCL	ADV SALES CHOICE	ADV SALES ACRL	WEBINARS	MARKETING & PUBLICITY	CHOICE REVIEWS	CONTENT MARKETING	PLANT	C360	LTi	
DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3919	3921	TOTAL
Sales/Pamphets	4101															0
Sales Audiovisual	4102															0
Sales/On-line	4103															0
Sales/Rental-Mail Lists	4104															0
Sales/Webinars, Webcasts. Web CE	4105								276,250							276,250
Sales/ALA Store	4108															0
Sales/Miscellaneous	4109		200			0					12,000					12,200
Subtotal-Other Sales		0	200	0	0	0	0	0	276,250	0	12,000	0	0	0	0	288,450
																0
Subscriptions	4110		232,934	46,963		125,000					522,652			0		927,549
Subtotal-Subscriptions		0	232,934	46,963	0	125,000	0	0	0	0	522,652	0	0	0	0	927,549
																0
Advertising/Gross	4140						120,000					60,000				180,000
Advertising/Classified	4142															0
Advertising/Online	4143										40,000	285,000		70,000		395,000
Comm/Online Advertising	4610										(1,800)	(12,825)		(3,150)		(17,775)
Comm/Sales Rep	4611						(5,400)		(12,431)			(2,700)				(20,531)
Comm/Adv. Agency	4612															0
Subtotal-Advertising		0	0	0	0	0	114,600	0	(12,431)	0	38,200	329,475	0	66,850	0	536,694
																0
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		500		465,710	10,000										476,210
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		50,000													50,000
Subtotal-Misc.		0	50,500	0	465,710	10,000	0	0	0	0	0	0	0	0	0	526,210
																0
TOTAL REVENUES		0	283,634	46,963	465,710	135,000	114,600	0	263,819	0	572,852	329,475	0	66,850	0	2,278,902
		90%				6%	3%	1%								
Salaries & Wages	5000	1,112,026	0	0	0	73,944	36,541	15,661	0	0	0	0	0	0		1,238,171
Temp Employees-In-House	5001	8,580	8,580			0	0	0	0			0		0		17,160
Overtime/Wages	5002	0	0	0			5,000	0	0		0	0		0		5,000
Attrition Factor	5005															0
Accrued Vacation	5009															0

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3919	3921	TOTAL
Employee Benefits	5010	351,575	1,287	0	0	21,481	12,261	0	0	0	0	0	0	0		386,604
Tuition Reimbursement	5015															0
Prof Memberships	5016	0	0													0
Payroll & Related Exp.		1,472,181	9,867	0	0	95,425	53,802	15,661	0	0	0	0	0	0	0	1,646,935
																0
Temp Employee/Outside	5100	0	0			0					0					0
Professional Services	5110	37,800	3,000	0	0	(51,500)	0		0	0	0	17,500		52,400		59,200
Legal Fees	5120															0
Audit/Tax Fees	5121															0
Bank Service Fees	5122	9,000					0									9,000
Repairs/Maintenance	5140	16,634	0				0						27,025	0		43,659
Messenger Service	5150															0
Duplication/Outside	5151															0
Outside Services		63,434	3,000	0	0	(51,500)	0	0	0	0	0	17,500	27,025	52,400	0	111,859
																0
Transportation	5210	2,700	0			0	630	270		0	0	0		0		3,600
Lodging & Meals	5212	6,600	0			0	1,540	660		0	0	0		0		8,800
Entertainment	5214	0														0
Business Meetings	5216	0	0			0	350	150				0				500
Travel and Related Expenses		9,300	0	0	0	0	2,520	1,080	0	0	0	0	0	0	0	12,900
																0
Facilities Rent	5300									0						0
Conference Equipment Rental	5301									0						0
Meal Functions	5302									0						0
Exhibits	5303									0						0
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	0	0	0	0	0	0	0
																0
Editl/Proofreading-O/S	5400		7,107	1,304	9,517						12,072					30,000
Typesetting/Comptn-O/S	5401		300													300
Printing-O/S	5402		84,500	27,000			0	0		1,200		0				112,700
Binding-O/S	5403															0
Design Service-O/S	5404		0				0	0	0	5,000		0		1,000		6,000
Review Service	5406															0
Mail Service-O/S	5410		16,400	6,200						0						22,600
Advertising/Space	5411									1,200				3,000		4,200
Advertising/Direct	5412									250				0		250
Mail List Rental	5413									1,500				0		1,500
Supplies/Production	5414		3,200	5,500												8,700
Pre-Press/Photo Services	5415		0													0
Adv Production Cost	5416															0
Copyright Fees	5420		400													400
Web Operating Expenses	5430	0	4,800	0		0				0	54,000			990		59,790
Webinars/Webcasts/Web CE Exp	5431								6,000							6,000

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3919	3921	TOTAL
Purchased Inventory	5432															0
Order Processing/Fulfillment	5433		32,000													32,000
Cost of Sales	5480															0
Inventory Adjustment	5490															0
Inventory Reserve Adjustment	5499															0
Publication Related Expenses		0	148,707	40,004	9,517	0	0	0	6,000	9,150	66,072	0	0	4,990	0	284,440



DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3919	3921	TOTAL
																0
Staff Recruitment/Relocation	5030	0	0			0										0
Staff Development	5031	0	0			0	0	0		0	0					0
Supplies/Operating	5500	7,000					0	0	0			0				7,000
Equipment/Software-Minor	5501	5,400								10,900		532		144		16,976
Ref Matls/Periodicals	5502		17,100			0										17,100
Insurance	5510															0
Equipment Rental/Lease	5520	3,684				0										3,684
Space Rent	5521												18,000			18,000
Telephone & Fax/O/S	5522	9,780	550				294	126		0			0			10,750
Postage & E-Mail/O/S	5523	42,660	0			0	0	0	0	0			0			42,660
Utilities	5525												16,550			16,550
Depr/Furn & Equipment	5530	4,167	5,316								31,788			0		41,271
Depr/Building	5531															0
Amortization/Equip Lease	5532															0
Royalty Expense	5540								0							0
Bad Debt Expense	5543						0									0
Interest Expense	5544															0
Taxes/Property	5545	0	0													0
Promotion	5550									500				250		750
Organization Support/Contrib.	5560	0														0
Misc. Expense	5599	0	0			0							0			0
Operating Expenses		72,691	22,966	0	0	0	294	126	0	11,400	31,788	532	34,550	394	0	174,741
																0
IUT-Marketing	5900															0
IUT-Prod. Serv./Adm. Fee	5901															0
IUT-ITTS	5902									0						0
IUT-Subscription Processing	5903		0													0
Transfer to/from Endowment	5904	0				0									(41,718)	(41,718)
IUT-Telephone	5905															0
IUT-Order Billing	5906						0	0						0		0
IUT-Maint.	5908															0
IUT-Dist. Center	5909															0
IUT-Repro.	5910															0
IUT-Copy Editing/Proofreading	5912															0
IUT-Composition/Alteration	5913															0
IUT-Registration Processing	5940															0
IUT-CHOICE	5941	10,766														10,766
IUT-Advertising	5942							(1,206)	(2,971)	0						(4,177)
IUT-Misc.	5999	0														0
Total IUTs		10,766	0	0	0	0	0	(1,206)	(2,971)	0	0	0	0	0	(41,718)	(35,129)
Total Direct Expenses		1,628,372	184,540	40,004	9,517	43,925	56,616	15,661	3,029	20,550	97,860	18,032	61,575	57,784	(41,718)	2,195,746
Contribution Margin		(1,628,372)	99,094	6,958	456,193	91,075	57,984	(15,661)	260,790	(20,550)	474,992	311,443	(61,575)	9,066	41,718	83,157
																0
IUT-General Overhead	5911		37,582	6,223	61,707	17,888	15,185		34,956		75,903	43,655		8,858		301,955
																0
Total Expenses Excl. Alloc		1,628,372	222,121	46,227	71,224	61,812	71,800	15,661	37,985	20,550	173,763	61,687	61,575	66,642	(41,718)	2,497,700
																0
IUT-Allocations	5998												25,500			25,500

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3919	3921	TOTAL
																0
Total Exp. Incl. OH & Alloc.		1,628,372	222,121	46,227	71,224	61,812	71,800	15,661	37,985	20,550	173,763	61,687	87,075	66,642	(41,718)	2,523,200
Net Rev/(Exp) Before Taxes		(1,628,372)	61,513	736	394,486	73,188	42,800	(15,661)	225,834	(20,550)	399,089	267,788	(87,075)	208	41,718	(244,298)
																0
Taxes/Income	5600	0	0			0	0		0		0			0		0
																0
TOTAL EXPENSES INCLUDING TAXES		1,628,372	222,121	46,227	71,224	61,812	71,800	15,661	37,985	20,550	173,763	61,687	87,075	66,642	(41,718)	2,523,200
Net Rev/(Exp) After Taxes		(1,628,372)	61,513	736	394,486	73,188	42,800	(15,661)	225,834	(20,550)	399,089	267,788	(87,075)	208	41,718	(244,298)

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

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

LINE #	LINE ITEM DESCRIPTION				FY23B
		All Choice	% this Project	0000	
5000	Salaries & Wages	\$ 1,238,171	0.00%	\$ 1,112,026	1,112,026

					FY23B	
				Interns	\$8,580	
64	5001	Temp Employees In-House			\$8,580	8,580

65	5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	\$0	
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		Rate	Benefits	
	Staff	31.50%	\$350,288	
	Temps	15.00%	\$1,287	
5010	Employee Benefits		\$351,575	351,575

70	5016	Prof Memberships	Professional association memberships	\$0	0
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<b>Subtotal - Payroll &amp; Related Expense</b>	<b>\$1,472,181</b>
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		Position	Hours	Avg Rate	FY23B
					\$0
					\$0
74	5100	Temp Employee/Outside			\$0
		Totals			\$0

75	5110	Professional Services	Description		FY23B	37,800
			Network & disaster recovery support svcs/Synergy	Network Synergy	\$37,800	
					\$0	
					\$37,800	

				FY23B	
78	5122	Bank Service Fees	Bank service fees on CHOICE accounts--ALL PROJECTS go here	2.85%	\$9,000
					9,000

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

LINE #	LINE ITEM DESCRIPTION	Description	FY23B	
		Repairs/Maint - Server warranty/maint	\$ 4,000.00	
		Repairs/Maint - Router, firewall warranty.maint	\$ 2,000.00	
		Repairs/Maint - Web appliance	\$ 2,070.00	
		Repairs/Maint - SSL licensing	\$ 500.00	
		Repairs/Maint - Virtual management software, apps	\$ 1,150.00	
		Repairs/Maint - Copier, printers svc	\$ 3,900.00	
		Repairs/Maint - Software assurance	\$ 3,014.00	
79	5140 Repairs/Maintenance		\$0 \$0 \$ 16,634	16,634
		Subtotal - Outside Services	63,434	
		Conference	FY23B	
		SPOS	\$0	
		\$450 Charleston	\$900	
		ALA Annual	\$900	
		ACRL Biannual Cor	\$900	
		Other	\$0	
85	5210 Transportation		\$2,700	2,700
		Conference	FY23B	
		SPOS	\$0	
		\$1,100 Charleston	\$2,200	
		ALA Annual	\$2,200	
		ACRL Biannual Cor	\$2,200	
		Other	\$0	
86	5212 Lodging & Meals		\$6,600	6,600

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

<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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		FY23B	
		<u>\$0</u>	
5214	Entertainment	\$0	0

				FY23B	
			Includes conference registrations (except 3918)	\$0	
88	5216	Business Meetings		\$0	0

<b>Subtotal - Travel and Related Expenses</b>	<b>\$ 9,300</b>
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			FY23B	
			\$0	
5430	Web Operating Expenses		\$ -	0

<b>Subtotal - Publication-Related Expenses</b>	<b>\$</b>	<b>-</b>
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131	5030	Staff Recruitment/Relocation	Item	#	Est. Cost	FY23B	0
			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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133	5500	Supplies/Operating	General office supplies, e.g. paper, file folders	FY23B \$7,000	7,000
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			Seats	Months	Rate	FY23B
		X-Tags			\$	400
		Freshdesk			\$	1,440
		SendPro Pitney Bowes			\$	60
		Small office equipment & software			\$	3,500
					\$	5,400

		Item	#	Periods	Monthly cost	FY23B
		Adobe Creative Cloud				\$1,300
		GoToMyPC annual fee				\$720
		Microsoft desk access				\$800
		Water cooler rental	1	12	\$45	\$540
		Coffee machine rental	1	12	\$40	\$324
137	5520	Equipment Rental/Lease			\$85	\$3,684

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

LINE #      LINE ITEM DESCRIPTION

139	5522	Telephone & Fax/O/S	Item				FY23B	9,780
			Frontier (analog line)	copier/security			\$3,780	
			Zoom	phone system (Zoom meeting rooms are recorded in 3909 at line 5431)			\$6,000	
			Total				\$9,780	
140	5523	Postage & E-Mail/O/S	Item				FY23B	42,660
			Comcast primary	intranet		\$	19,200	
			Comcast secondary	backup wifi		\$	2,460	
			FedEx			\$	1,000	
			Postage mailing books, etc.			\$	20,000	
			Total				\$42,660	
142	5530	Depr/Furn & Equipment	FY23 new purchases Items		Total	Years	FY23B	4,167
			Enter data at Capital Spending tab		CEA Item - IT/Network infrastructure		\$2,083	
					CEA Item - IT/Workstations, desktop technology		\$2,083	
			Prior Years office equip (get data from Finance)					
					TOTAL		\$4,167	
148	5545	Taxes/Property	CHOICE property tax (postage meter/computer leases)				FY23B	0
							\$0	
150	5560	Organization Support/Contrib.	ACRL National Conference sponsorship (odd # years)				FY23B	0
							\$0	

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

	LINE #	LINE ITEM DESCRIPTION	FY23B	
151	5599	Misc. Expense Miscellaneous office expenses	\$0	0
Subtotal - Operating Expenses \$			72,691	
	5904	Description Transfer to/from Endowment LTI interest transfer	FY23B	
		RECORDED IN PROJECT 3921, NOT HERE		
		ACRL charge for administrative services	FY23B	
		ACRL to Choice	\$10,766	
168	5941	IUT-CHOICE	\$10,766	10,766
			FY23B	
	5999	IUT-Misc.	\$0	0
Subtotal - Inter-Unit Transfers			\$10,766	
			FY23B	
188	5600	Taxes/Income FY15 UBIT set-aside	\$0	0
Subtotal - Overhead and Taxes			0	
TOTAL PROJECT EXPENSES (G&A)			\$1,628,372	
NET PROJECT REVENUE			(\$1,628,372)	
G&A as % of Revenue			71.45%	
G&A as % of Expenses			64.54%	

<b>Unit No.:</b>	404
<b>Unit Name:</b>	CHOICE
<b>Project No.:</b>	3900
<b>Project Name:</b>	Choice Magazine

LINE #		LINE ITEM DESCRIPTION		FY23B	
REVENUES					
19	4104	Sales/Rental-Mail Lists	Income from rental of CHOICE mailing list	\$0	\$0
22	4109	Sales/Miscellaneous	Single-copy and Choice Select sales OAT seals: print and digital		
26	4110	Subscriptions			
52	4421	Royalties-Exempt	Copyright Clearance Ctr & reprint fees		
57	4490	Misc. Fees/Revenues	Income from sale of reject books/misc. revenues Total		
TOTAL PROJECT REVENUES				\$283,634	
EXPENSES					
64	5000	Salaries & Wages			
65	5001	Temp Employees-In-House	Interns		
70	5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk		
	5010	Employee Benefits			
	5016	Prof Memberships			
Subtotal - Payroll & Related Expense				\$9,867	



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

LINE #

LINE ITEM DESCRIPTION

FY23B

74

5100	Temp Employee/Outside					FY23B	
						Other	
						\$0	

75

5110	Professional Services					FY23B	
		Long-form racial justice reviews				12	
						\$250	

5140	Repairs/Maintenance	Description					FY23B	
		Choice Connect annual support/hosting	AWS--recorded at 3913					
							\$ -	

Subtotal - Outside Services3,000

85

5210	Transportation	Billing	Conference	Events	Staff	Cost	FY23B	
							\$0	
			Billed at 0000				\$0	
							\$0	
							\$0	
							\$0	
						\$0	\$0	

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

LINE #

LINE ITEM DESCRIPTION

FY23B

	Billing	Conference	Events	Staff	Cost	FY23B	
86	5212	Lodging & Meals				\$0	0
						\$0	
						\$0	
						\$0	
						\$0	
						\$0	
						\$0	
		Billed at 0000				\$0	

88	5216	Business Meetings	Event/Location		Events	Avg. Cost	FY23B	0
			Meetings with business partners & prospects		0	\$250	\$0	
							\$0	

Subtotal - Travel and Related Expenses

0

107	5400	Editl/Proofreading-O/S	Description		FY23B	7,107
			Copyediting Allocation		\$7,107	
			Total editorial & proofreading		\$7,107	

108	5401	Typesetting/Comptn-O/S	Description		FY23B	300
			Walsworth		\$300	

109	5402	Printing-O/S	Description		FY23B	84,500
			Walsworth		\$84,500	

111	5404	Design Service-O/S			\$0	\$0	0
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113	5410	Mail Service-O/S	Type of Service		FY23B	16,400
			Mailing and postage for magazine (12 issues):postal service and Walsworth		\$ 14,500	
			Fulfillment mailing services (ESP/USPS)		\$ 1,900	
			Total Mailing Expense		\$ 16,400	

117	5414	Supplies/Production			FY23B	3,200
			Layout and printing supplies (stripping)		\$3,200	

118	5415	Pre-Press/Photo Services			FY14	FY15B	FY23B	0
			Pre-press graphics services (primarily covers)		\$ -	\$0	\$0	

120	5420	Copyright Fees			FY23B	400
			Copyright Office registration fees		\$600	

5430	Web Operating Expenses					FY23B	4,800
		ESP All Choice pubs go here except CCA in 3918	Pubs	Unit	Months	Total	
			3	\$135	12	\$4,800	
					Total	\$4,800	

<b>Unit No.:</b>	404
<b>Unit Name:</b>	CHOICE
<b>Project No.:</b>	3900
<b>Project Name:</b>	Choice Magazine

LINE #	LINE ITEM DESCRIPTION	Vendor/Description	FY23B	FY23B
124	Order Processing/Fulfillment	ESP/fulfillment expenses: includes Choice, Cards, and Choice Reviews	\$ 32,000	32,000

<b>Subtotal - Publication Related Expenses</b>	<b>148,707</b>
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131	5030	Staff Recruitment/Relocation	Item	#	Est. Cost	FY23B
			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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5501	Equipment/Software-Minor	\$ -	0
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135	5502	Ref Matls/Periodicals	Item		FY23B	17,100
			OCLC access charges (ALA Library IUT)			
			OCLC publishing services/bib data agreement	\$	16,100	
			EBSCO subscription at ALA			
			Other reference materials	\$	1,000	
				\$	17,100	

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

LINE #

LINE ITEM DESCRIPTION

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FY23B

139			Item	FY23B	
			ESP phone charges (all Choice pub go here)	\$550	
	5522	Telephone & Fax/O/S	Total	\$550	

140			Item	FY23B	
			Choice mailroom: moved to 0000	\$0	
	5523	Postage & E-Mail/O/S	Total	\$0	

142					FY23B	
			Accrued Prior Year depreciation			
				\$	12,000	
	5530	Depr/Furn & Equipment	Total	\$12,000		

<b>Unit No.:</b>	<b>404</b>
<b>Unit Name:</b>	<b>CHOICE</b>
<b>Project No.:</b>	<b>3900</b>
<b>Project Name:</b>	<b>Choice Magazine</b>

LINE #	LINE ITEM DESCRIPTION				FY23B
145	5540 Royalty Expense	Fee(s) for outside contributors to the magazine	\$0		0
148	5545 Taxes/Property	CHOICE property tax (postage meter/computer leases)		FY23B	
			\$0		
			\$0		0
151	5599 Misc. Expense	Miscellaneous office expenses		FY23B	
			\$0		0
Subtotal - Operating Expenses			22,966		
158	5903 IUT-Subscription Processing			FY23B	
			\$ -		0
Subtotal - Inter-Unit Transfers			\$0		
178	5911 IUT-General Overhead	FY2019 ALA overhead charges	Rate	FY17 Revenue	FY23B
		4104 Rental Mail lists	13.25%	\$0	\$0
		4109 Sales/Misc	13.25%	\$200	\$27
		4110 Subscriptions	13.25%	\$232,934	\$30,864
		4421 Royalties	13.25%	\$500	\$66
		4490 Misc. Revenue	13.25%	\$50,000	\$6,625
				\$283,634	\$37,582
					37,582
188	5600 Taxes/Income	FY15 UBIT set-aside	FY14	FY15B	FY23B
			\$0	\$0	\$0
					0
Subtotal - Overhead and Taxes			37,582		
TOTAL PROJECT EXPENSES			\$222,121		
NET PROJECT REVENUE			\$61,513		

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

LINE #	LINE ITEM DESCRIPTION								FY23B
REVENUES									
				80%	86%	87%	85%		
			FY19	FY20	FY21	FY22B	FY23B		
			\$92,677	\$74,101	\$63,807	\$55,250	\$46,963		
26	4110 Subscriptions								\$46,963
TOTAL PROJECT REVENUES								\$46,963	

EXPENSES									
LINE #	LINE ITEM DESCRIPTION								FY23B
63	5000 Salaries & Wages			All Choice	% this Project	\$3,901			
				\$1,238,171.45	0.000%	\$0			\$0
65	5002 Overtime/Wages						FY23B		0
							\$0		
68	5010 Employee Benefits						FY23B		
							\$0		\$0
Subtotal - Payroll & Related Expense								0	
							FY23B		
							\$0		
	5110 Professional Services						\$0		0
Subtotal - Outside Services								0	

<b>Unit No.:</b>	<b>404</b>
<b>Unit Name:</b>	<b>CHOICE</b>
<b>Project No.:</b>	<b>3901</b>
<b>Project Name:</b>	<b>Choice Reviews on Cards</b>

LINE #    LINE ITEM DESCRIPTION

FY23B

		Description	<b>FY23B</b>	
		Copyediting Allocation	\$1,304	
5400	Editl/Proofreading-O/S	Total editorial & proofreading	\$1,304	<b>1,304</b>

109	5402	Printing-O/S	FY2009-FY2012 printer = Sheridan FY2013 printer = Gasch	<b>FY23B</b>	
				\$27,000	<b>\$27,000</b>

113	5410	Mail Service-O/S	Mailing and postage for ROC's (12 issues)	<b>FY23B</b>	
				\$6,200	<b>\$6,200</b>

117	5414	Supplies/Production	Shipping materials	<b>FY23B</b>	
				\$5,500	<b>5,500</b>

				<b>FY23B</b>	
		<b>Recorded at 3900</b>		Total	
				\$0	
5430	Web Operating Expenses			Total	<b>\$0</b>

**Subtotal - Publication Related Expenses                      \$40,004**

178	5911	IUT-General Overhead	Line Item	Revenue \$	Rate	O/H Charge	
			Subscriptions	\$46,963	13.25%	\$6,223	<b>\$6,223</b>

**Subtotal- Overhead and Taxes                      \$6,223**

**TOTAL PROJECT EXPENSES                      \$46,227**

**NET PROJECT REVENUE                      \$736**

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

LINE #LINE ITEM DESCRIPTION

REVENUES

FY23B

Revenues received from license agreements with publishing partners; details below				FY23B
B&T: Content Café and Title Source				\$ 35,000
				\$ -
EBSCO: OAT				\$ 7,500
EBSCO: GOBI				\$ 110,000
Emery Pratt				\$ 1,500
Gale/Cengage				\$ 27,500
Ingram: iPage				\$ 12,750
Midwest				\$ 2,500
OCLC: OAT				\$ 4,000
OCLC: SCS				\$ 25,000
ProQuest: Oasis				\$ 25,000
ProQuest: Summon				\$ 45,000
ProQuest: Ebook Central				\$ 10,000
ProQuest: BIP, Syndetics				\$ 159,960
52	4421	Royalties-Exempt	Total	\$ 465,710
				\$465,710

TOTAL PROJECT REVENUES \$465,710  
\$116,428

EXPENSES

LINE #LINE ITEM DESCRIPTION

63	5000	Salaries & Wages	All Choice	% this Project	\$3,902	
			\$ 1,238,171	0.000%	\$0	\$0

68	5010	Employee Benefits	33% of staff salary #5000 and 15% of #5001 and #5002	31.50%	FY23B	\$0
						\$0

Subtotal - Payroll & Related Expense \$0

75	5110	Professional Services	FY23B	\$0	\$0
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Subtotal - Outside Services \$0

		Description	FY23B	
		Copyediting Allocation	\$9,517	
5400	Editi/Proofreading-O/S	Total editorial & proofreading	\$9,517	9,517

Subtotal - Publication Related Expenses 9,517

5911	IUT-General Overhead	Line Item	Revenue \$	Rate	O/H Charge	
		\$4,421	Royalties	\$465,710	13.25%	\$61,707
						\$61,707

Subtotal - Overhead and Taxes \$61,707

\$15,427  
TOTAL PROJECT EXPENSES \$ 71,224  
NET PROJECT REVENUE \$ 394,486



<b>Unit No.:</b>	404
<b>Unit Name:</b>	CHOICE
<b>Project No.:</b>	3905
<b>Project Name:</b>	Resources for College Libraries

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

FY23B

22	4109	Sales/Miscellaneous	Bowker expense reimbursements (per agreement)	FY23B	\$0	\$0
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			Units	Price	Gross	Split	FY23B		
26	4110	Subscriptions	ProQuest						\$ 125,000
			Choice (@50%)						-
			0	\$	850	\$	-		50%
						Total	\$ 125,000	125,000	

					FY23B	
52	4421	Royalties-Exempt	Licensing Revenues	Ebook Central license to RCL matches (50% of ProQuest royalty; remaining 50% in 3902)	\$10,000	
				Total	\$10,000	10,000

<b>TOTAL PROJECT REVENUES</b>	<b>\$135,000</b>
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LINE #

## EXPENSES

FY16

			All Choice	% this Project	3905	
63	5000	Salaries & Wages	\$ 1,238,171.45	0.000%	\$73,944	\$73,944

				FY23B	
64	5001	Temp Employees-In-House		\$0	0

[illegible]

70	5016	Staff memberships in professional associations	\$0	0
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<b>Subtotal - Payroll &amp; Related Expense</b>	<b>\$</b>	<b>95,425</b>
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74	5100	Temp Employee/Outside	Publishing Assistant	0	\$21.00	\$0	0
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				FY23B	
5110	Professional Services	Subject Editor honoraria	73	\$500	36,500
		Editorial reimbursement			(88,000)
					(51,500)

**Subtotal - Outside Services \$ (51,500)**

			\$450	Conference/Meeting	FY23B	
				Charleston	\$0	
				ACRL National Conf.	\$0	
				ALA Annual	\$0	
85	5210	Transportation			\$0	0

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

LINE #    LINE ITEM DESCRIPTION

86	5212	Lodging & Meals		Conference/Meeting	FY23B	
			\$1,100	Charleston	\$0	
				ACRL National Conf	\$0	
				ALA Annual	\$0	
					\$0	

88	5216	Business Meetings	Event/Location	# Events	Avg. Cost	FY23B	
			Meetings with vendors & business partners	0	\$125	\$0	
						\$0	

Subtotal - Travel & Related Expenses    \$                    -

97	5305	Speaker/Guest Honorarium		FY23B	
				\$0	

Subtotal - Meetings & Conferences                                    0

121	5430	Web Operating Expenses	Description	FY14	FY15B	FY23B	
			Iron Mountain/verification of updated RCL software deposit	\$0	\$9,500	\$0	
				\$0	\$9,500	\$0	

Subtotal - Publication Related Expenses    \$                    -

131	5030	Staff Recruitment/Relocation		FY14	FY15B	FY23B	
				\$0	\$0	\$0	

132	5031	Staff Development				\$0	
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3905
Project Name:	Resources for College Libraries

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY23B	
135	5502 Ref Matls/Periodicals	Print and electronic reference materials	\$0	\$0	\$0	0
137	5520 Equipment Rental/Lease	Leased equipment monthly rental fees	\$0	\$0	\$0	0
140	5523 Postage & E-Mail/O/S		\$211	\$125	\$0	0
151	5599 Misc. Expense	Miscellaneous office expense	\$0	\$50	\$0	0
Subtotal - Operating Expenses					\$ -	
159	5904 Transfer to/from Endowment	Description 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 FY23B				
		4109 Sales/Miscellaneous 13.25% \$0 \$0				
		4110 Subscriptions 13.25% \$125,000 \$16,563				
		4421 Royalties 13.25% \$10,000 \$1,325				
		Totals \$135,000 \$17,888				17,888
188	5600 Taxes/Income		FY13 FY14B FY23B			
			\$0 \$0 \$0			0
Subtotal- Overhead and Taxes					17,888	
TOTAL PROJECT EXPENSES					\$ 61,812	
NET PROJECT REVENUE					\$ 73,188	

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

LINE #      LINE ITEM DESCRIPTION

REVENUES

					FY23B
30	4140	Advertising/Gross			
			Revenue History	FY21A	FY22B
			Magazine Ad Sales Revenues (gross)	\$142,683	\$150,000
					\$ 120,000
				Total Gross	\$ 120,000
				Print Sales Commission Rate	4.50%
				Print Sales Commissions	(5,400.00)
				Net Ad Revenues	114,600.00
					\$120,000
34	4611	Print Comm/Sales Rep	4.50%	Choice Magazine Ad Sales Revenues (gross)	(5,400.00)
					0.00
				Total	(5,400.00)
					(5,400)
				TOTAL PROJECT REVENUES	\$114,600

LINE #      LINE ITEM DESCRIPTION

EXPENSES

63	5000	Salaries & Wages	Project 3907 share	All Choice	% this Project	FY23B	
				\$1,238,171	0.000%	\$36,541	\$36,541
64	5001	Temp Employees-In-House	Position Webinar/Ad Sales Support Coordinator	\$ -	\$ -	\$ -	\$0
65	5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime		FY23B	
				Project 3907 share		\$5,000	\$5,000
						\$ -	
		Ad Sales Benefit Calculation		Amount	Benefit %	Benefit \$	
		5000 Project Salaries & Wages		\$36,541	31.50%	\$11,511	
		5001 Temp Employees In-House		\$0	15.00%	\$0	
		5002 Overtime Wages		\$5,000	15.00%	\$750	
68	5010	Employee Benefits		\$41,541		\$12,261	\$12,261
						Subtotal - Payroll & Related Expense	\$53,802
75	5110	Professional Services	Outside and freelance labor			FY23B	
						\$0	\$0
78	5122	Bank Service Fees	Bank service fees on ad sales accounts: Moved to 0000			FY23B	
						\$0	\$0

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

LINE #	LINE ITEM DESCRIPTION										
79	5140	Repairs/Maintenance	Annual maintenance fee/ad sales system	Spacemaster	FY23B						
					\$0	\$0					
Subtotal - Outside Services					\$0						
85	5210	Transportation	Billing	Conference	# Ad Sales Staff	Avg. Cost	Total				
				Charleston	1	\$450	\$450				
							\$0				
				ALA Annual	1	\$450	\$450				
				ACRL Biannual Conference	0	\$450	\$0				
				Other	0	\$450	\$0				
						Total	\$900				
					Project 3907 share	70%	\$630	\$630			
			86	5212	Lodging & Meals	Billing	Conference	# Ad Sales Staff	Avg. Cost	Total	
							Charleston	1	\$1,100	\$1,100	
							\$0				
	ALA Annual	1				\$1,100	\$1,100				
	ACRL Biannual Conference	0				\$1,100	\$0				
	Other	0				\$1,100	\$0				
						Total	\$2,200				
		Project 3907 share				70%	\$1,540	\$1,540			
88	5216	Business Meetings				Event	# Events	Avg. Cost	Total		
						Meetings with advertisers	5	\$100	\$500		
				Project 3907 share	70%	\$350	\$350				
			Subtotal - Travel & Related Expenses				\$2,520				
109	5402	Printing-O/S	CHOICE Ad Sales Promo Printing Expense		FY23B						
				OAT certificates	inventory						
				OAT seals, etc.	inventory						
			(Switched to electronic media kit in 2010)		\$0	\$0					
111	5404	Design Service-O/S	Outside ad sales promo creative expenses: media kit		FY23B						
					\$0	\$0					
Subtotal - Publication Related Expenses					\$0						

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

LINE #      LINE ITEM DESCRIPTION

132	5031 Staff Development		Ad Sales Salaries	Rate	Total	
			\$36,541	0.00%	\$0	\$0
					\$0	
133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders			FY23B	
					\$0	\$0
			Project 3907 share	70%	\$0	
139	5522 Telephone & Fax/O/S	Item			FY23B	
		Local & long-distance phone/ad sales			\$420	294
			Project 3907 share	70%	\$	294
140	5523 Postage & E-Mail/O/S	Item			FY23B	
		Mailroom postage; overnight delivery services			\$0	\$0
146	5543 Bad Debt Expense	Item	FY16B Gross Ad \$	Rate (per ALA)		
		Reserve for uncollectable accounts	\$0	0.00%		\$0
			Subtotal - Operating Expenses		\$294	
161	5906 IUT-Order Billing				FY23B	
		ALA charges for Ad Sales Invoice Processing		70%	\$0	\$0
			Subtotal - Inter-Unit Transfers		\$0	
178	5911 IUT-General Overhead	Line Item	Revenue \$	Rate	O/H Charge	
		4140 Advertising/Gross	\$120,000	13.25%	\$15,900	
		4611 Comm/Sales Rep	\$ (5,400)	13.25%	(\$716)	
		4612 Comm/Adv Agency	\$0	13.25%	\$0	
		Totals	\$114,600		\$15,185	\$15,185
188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$
			Advertising/Gross	\$0	0.00%	\$0
			Subtotal- Overhead and Taxes		\$15,185	
			TOTAL PROJECT EXPENSES		\$71,800	
			NET PROJECT REVENUE		\$42,800	

135

	\$330	404				
	Unit Name:	CHOICE				
	\$150	3908				
	Project Name:	ACRL Advertising				
<u>Note: This project tracks expenses for CHOICE's handling of ACRL journal ad sales</u>						

LINE #

LINE ITEM DESCRIPTION

These expenses charged out to ACRL, projects 3300, 3302, 3303

EXPENSES						FY23B
63	5000 Salaries & Wages		All Choice	% this Project	3908	
			\$1,238,171	0.000%	\$ 15,660.59	
64	5001 Temp Employees-In-House	Position	FY14	FY15B	FY23B	
		Webinar/Ad Sales Support Coordinator	\$ -	\$ -	\$ -	\$0
65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime		FY23B	
			Project 3908 share		\$1,500.00	
68	5010 Employee Benefits	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$	
		5000 Project Salaries & Wages	\$ -	31.50%	\$0	
		5001 Temp Employees In-House	\$ -	15.00%	\$0	
		5002 Overtime Wages	\$ -	15.00%	\$0	
		5010 Benefits	\$ -	15.00%	\$0	
			\$ -		\$0	\$0
			Subtotal: Payroll and Related Expenses		\$0	
85	5210 Transportation	Billing	Conference		FY23B	
				Project 3908 share	30%	\$270
						\$270
86	5212 Lodging & Meals	Billing	Conference		FY23B	
				Project 3908 share	30%	\$660
						\$660
88	5216 Business Meetings	Event	# Events	Avg. Cost	Total	
		Meetings with advertisers	5	\$100	\$500	
			Project 3908 share	30%	\$150	\$150
			Subtotal - Travel & Related Expenses		\$1,080	
109	5402 Printing-O/S	Ad Sales Promotion Printing Expenses			FY23B	
					\$0	\$0

135	\$330	404
	Unit Name:	CHOICE
	\$150	3908
	Project Name:	ACRL Advertising
	<u>Note: This project tracks expenses for CHOICE's handling of ACRL journal ad sales</u>	

<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>	<b>These expenses charged out to ACRL, projects 3300, 3302, 3303</b>
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111	5404 Design Service-O/S	Ad Sales Promotion Design Expenses	FY23B	
			\$0	\$0

<b>Subtotal - Publication Related Expenses</b>	<b>\$0</b>
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132	5031 Staff Development	Total	\$0	\$0
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133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders	FY14	FY15B	FY23B	\$0
			\$200	\$300	\$0	
		Project 3908 share 30%	\$60	\$90	\$0	

139	5522 Telephone & Fax/O/S	Item				FY23B	\$126
		Local & long-distance phone/ad sales				\$420	
		Project 3908 share	30%	\$	126		

140	5523 Postage & E-Mail/O/S	Item	FY23B	
		Mailroom postage; overnight delivery services	\$0	\$0

<b>Subtotal - Operating Expenses</b>	<b>\$126</b>
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				FY23B	
				\$0	
5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	30%	\$0		\$0

169	5942 IUT-Advertising	CHOICE charges to ACRL for ad sales	FY23B (\$1,206)	(\$1,206)
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<b>Subtotal - Inter-Unit Transfers</b>	<b>(\$1,206)</b>
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TOTAL PROJECT EXPENSES	\$0
NET PROJECT REVENUE	\$0



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

LINE #      LINE ITEM DESCRIPTION      \$6,500

REVENUES

								FY23B
20	4105 Sales/Webinars, Webcasts. Web CE		Commission Rate	Number	Rate	Gross	Transfer Rate	Revenue
		Sales		40	\$ 7,500	325,000	85%	276,250
		Commission	4.50%			(14,625)	85%	(12,431)
		Net Sales				310,375		263,819
						Revenue to ACRL		48,750
						Commissions to ACRL		(2,194)
								\$276,250
34	4611 Comm/Sales Rep			Choice	Rate	Gross	Split	Share
				ACRL	4.50%	(14,625.00)	0.85	(12,431)
							0.15	(2,194)
				Total				(14,625)
								(12,431)
TOTAL PROJECT REVENUES								\$263,819

LINE #      LINE ITEM DESCRIPTION

EXPENSES

63	5000 Salaries & Wages			All Choice	% this Project	\$3,909	
				\$1,238,171	0.000%	\$0	\$0
64	5001 Temp Employees-In-House			FY23B			
				TOTAL	\$	-	\$0
65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime	FY23B			
							\$0
				TOTAL	\$	-	
68	5010 Employee Benefits	Benefit Calculation		Amount	Benefit %	Benefit \$	
		5000 Project Salaries & Wages		\$0	31.50%	\$0	
		5001 Temp Employees In-House		\$0	15.00%	\$0	
		5002 Overtime Wages		\$0	15.00%	\$0	
		4611 Commissions/Sales Reps			0.00%	\$0	
		TOTAL		\$0		\$0	\$0
Subtotal - Payroll & Related Expense						\$0	
75	5110 Professional Services	Outside and freelance labor	FY23B				
			\$0			\$0	
Subtotal - Outside Services						\$0	
111	5404 Design Service-O/S	FY23B					
			\$0			\$0	
	5431 Webinars/Webcasts/Web CE Exp	Hosting and production (Zoom)	FY23B				
			\$6,000			\$6,000	
Subtotal - Publication Related Expenses						\$6,000	

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

<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>			
			\$6,500	
				FY23B
133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders		\$0
				\$0

140	5523 Postage & E-Mail/O/S	Item	FY23B	
		Mailroom postage; overnight delivery services	\$0	\$0

	Item	Gross Revenue	Rate	FY23B	
5540	Royalty Expense	ACRL	\$276,250	0.0%	\$0
					\$0

<b>Subtotal - Operating Expenses</b>	<b>\$0</b>
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			Expense	Gross	Transfer Rate	FY23B	
			S. Cofer	\$13,808	15%	\$2,071	
			Subtotal - Outside Services	\$0	15%	\$0	
			Subtotal - Publication Related Expenses	\$6,000	15%	\$900	
			Subtotal - Operating Expenses	\$0	15%	\$0	
				\$19,808	<b>Total</b>	<b>(\$2,971)</b>	<b>(\$2,971)</b>

<b>Subtotal - Inter-Unit Transfers</b>	<b>(\$2,971)</b>
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		Revenue \$	Rate	FY23B	
	Sales	276,250	0	36,603	
	Commissions	(12,431)	0	(1,647)	
178	5911 IUT-General Overhead				
	TOTAL			34,956	\$34,956

188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	FY23B	
			Advertising/Gross	\$263,819	0.00%	\$0	\$0

<b>Subtotal- Overhead and Taxes</b>	<b>\$34,956</b>
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<b>TOTAL PROJECT EXPENSES</b>	<b>\$37,985</b>
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NET PROJECT REVENUE	\$225,834
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

LINE #      LINE ITEM DESCRIPTION

**EXPENSES** FY23B

63	5000 Salaries & Wages	All Choice	% this Projec	\$3,910	\$0	\$0
		\$1,238,171	0.000%			

68	5010 Employee Benefits		32%		\$0	\$0
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Subtotal - Payroll & Related Expense      \$0

	Type of Project	FY23B	
		\$0	
		\$0	
		\$0	
75	5110 Professional Services	Outside marketing/promotion expenses	\$0

Subtotal - Outside Services      \$0

	Billable	Conference	Cost	FY23B	
		Charleston	\$0	\$0	
	\$450			\$0	
		ALA Annual	\$0	\$0	
		ACRL Biannual Conference	\$0	\$0	
		Other Marketing business travel	\$0	\$0	
85	5210 Transportation			\$0	0

	Billable	Conference	#	Staff	Cost	FY23B	
		Charleston	0	0	\$0	\$0	
	\$1,100						
		ALA Annual	1	0	\$0	\$0	
		ACRL Biannual Conference	1	0	\$0	\$0	
		Other Marketing business travel	0	0	\$0	\$0	
5212	Lodging & Meals					\$0	0

Subtotal - Travel & Related Expenses      \$0

	Billable	Conference/Location	Event	#	Avg. Cost	FY23B	
	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	
92	5300 Facilities Rent					\$0	\$0

<b>Unit No.:</b>	<b>404</b>
<b>Unit Name:</b>	<b>CHOICE</b>
<b>Project No.:</b>	<b>3910</b>
<b>Project Name:</b>	<b>Marketing</b>

LINE #      LINE ITEM DESCRIPTION

	Billable	Conference/Location	Number	Avg. Cost	FY23B	
	Feb	ALA Midwinter	0	\$3,000	\$0	
	Nov	Charleston	0	\$3,000	\$0	
	July	ALA Annual	1	\$7,000	\$0	
	April	ACRL Biannual Conference	0	\$3,000	\$0	
			0	\$3,000	\$0	
93	5301	Conference Equipment Rental		Total	\$0	\$0

		Item	Number	Avg. Cost	FY23B	
			-	\$350	\$0	
94	5302	Meal Functions			\$0	\$0

		Conference/Location	Number	Avg. Cost	FY23B	
	Feb	ALA Midwinter	0	\$3,750	\$0	
	Nov	Charleston	0	\$3,750	\$0	
	July	ALA Annual	1	\$6,000	\$0	
	April	ACRL Biannual Conference	0	\$3,750	\$0	
			-	\$3,750	\$0	
95	5303	Exhibits		Total	\$0	\$0

**Subtotal - Meeting & Conference Expenses      \$0**

			FY23B	
109	5402	Printing-O/S	Printing expenses for promotional pieces	\$1,200      \$1,200

			FY23B	
111	5404	Design Service-O/S	Outside design services for promo pieces	\$5,000      \$5,000

		Type of Service	FY23B	
	5410	Mail Service-O/S		
		Total Mailing Expense	\$ -	0

<b>Unit No.:</b>	<b>404</b>
<b>Unit Name:</b>	<b>CHOICE</b>
<b>Project No.:</b>	<b>3910</b>
<b>Project Name:</b>	<b>Marketing</b>

LINE #	LINE ITEM DESCRIPTION	Unit Cost	Insertions	FY23B	
114	5411 Advertising/Space		Twitter Boosts	\$ 1,200	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
			TOTAL	\$ 1,200	\$1,200
115	5412 Advertising/Direct	Direct promo (print & email)	postcards	FY23B \$250	\$250
116	5413 Mail List Rental	Database/email rental		FY23B	
		Outside list rental fees		\$1,500	
				\$1,500	\$1,500
	5430 Web Operating Expenses			FY23B	
		Totals	\$	-	\$0
Subtotal - Publication Related Expenses				\$9,150	
5501	Equipment/Software-Minor	Vendor	Item/Service	FY23B	
		Mailchimp/Constant Contact	email service	\$ 8,400	
		SEO: Moz/Toast		\$ 1,000	
		Survey Monkey		\$ 1,500	
				\$ 10,900	10,900

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

LINE #      LINE ITEM DESCRIPTION

132	5031 Staff Development	Salaries	Rate	FY23B	
		\$0	0.0%	\$0	\$0
139	5522 Telephone & Fax/O/S	Item	FY14	FY15B	FY23B
			\$0	\$0	\$0
140	5523 Postage & E-Mail/O/S	Item			FY23B
		Mailroom postage; overnight delivery services			\$0
149	5550 Promotion	Item			FY23B
		conf promo			
		giveaways	\$	500	
		content marketing promo			
				\$500	\$500
Subtotal - Operating Expenses				\$11,400	
157	5902 IUT-ITTS	Item	FY14	FY15B	FY23B
		ALA mailing list processing expense	\$0	\$2,500	\$0
	5942 IUT-Advertising	American Libraries advertising			FY23B
				\$0.00	
		Total		\$0	\$0

Subtotal - IUT's	\$0
TOTAL PROJECT EXPENSES	\$20,550
NET PROJECT REVENUE	(\$20,550)

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

FY23B

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

	FY19	FY20	FY21	FY22B	FY23B	
	651,630	572,901	\$590,636	\$529,000	522,652	1.04
		timing only	timing only			
		Revised post FY20 close				
4110 Subscriptions						\$522,652

4143	Advertising/Online	
		<div style="float: right;"><b>FY23B</b></div> <div style="clear: both;"></div> <div style="margin-right: 10px;">Digital Ad Sales Revenues (Gross) \$</div> <div style="margin-right: 10px;">Digital Sales Commission Rate</div> <div style="margin-right: 10px;">Digital Sales Commissions</div> <div style="margin-right: 10px;">Net Ad Revenues</div> <hr/> <div style="text-align: right;">40,000 4.50% <span style="color: red;">(1,800.00)</span> <b>38,200.00</b></div>
		\$ 40,000

4610	Comm/Online Advertising	Rate	Total	
		4.50%	(1,800.00)	(1,800)

**TOTAL PROJECT REVENUES** **\$572,852**

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

	All Choice	% this Project	FY23B	
5000 Salaries & Wages	1238171	0.000%	\$0	\$0

5002 Overtime/Wages	FY23B	\$0	\$0
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			Rate	
	5000 Project Salaries & Wages	\$0	32%	\$0.00
	4611 Commissions/Sales Reps			
5010 Employee Benefits				\$0

<b>Subtotal - Payroll &amp; Related Expense</b>	<b>\$0</b>
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3913
Project Name:	Choice Reviews

LINE #      LINE ITEM DESCRIPTION      -

			FY23B	
5100	Temp Employee/Outside	Customer Service Temps	\$0	\$0

75

			FY23B	
5110	Professional Services		\$0	\$0
			\$0	
			\$0	
			\$0	

Subtotal - Outside Services      \$0

			FY23B	
5210	Transportation	\$450	Charleston	\$0
			ACRL	\$0
			Annual	\$0
			\$0	\$0
				0

				FY23B	
		\$1,100	Charleston	\$0	
			ACRL	\$0	
			Annual	\$0	
5212	Lodging & Meals			\$0	0

Subtotal - Travel and Related Expenses      \$0

107

			FY23B	
5400	Editl/Proofreading-O/S	Copyediting Allocation	\$12,072	
		TOTAL	\$12,072	
				\$12,072



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

LINE #	LINE ITEM DESCRIPTION	Vendor	Item/Service	Monthly \$	Months	Total
						\$0
		productOps	hosting and maint	4,500	12	\$54,000
121	5430 Web Operating Expenses				Totals	\$54,000

<b>Subtotal - Publication Related Expenses</b>	<b>\$66,072</b>
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132	5031 Staff Development		Project salaries	Rate	FY23B	\$0
			\$0	0.0%	\$0	

[illegible]

<b>Subtotal - Operating Expenses</b>	<b>\$31,788</b>
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			Revenue \$	Rate	Total	
		Sales	\$572,852	13.25%	\$75,903	
		Commission	\$0	13.25%	\$0	
					\$75,903	
178	5911 IUT-General Overhead					\$75,903

		FY15 UBIT Reserve	Line Item	Revenue \$	Rate	Total	
188	5600 Taxes/Income		Advertising/Gross	\$38,200	0.00%	\$0	\$0

<b>Subtotal- Overhead and Taxes</b>	<b>\$75,903</b>
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<b>TOTAL PROJECT EXPENSES</b>	<b>\$173,763</b>
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<b>NET PROJECT REVENUE</b>	<b>\$399,089</b>
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<b>Unit No.:</b>	404
<b>Unit Name:</b>	CHOICE
<b>Project No.:</b>	3914
<b>Project Name:</b>	Content Marketing <i>For webinars, see project 3909; For Choice360, see project 3919</i>

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

**newsletters and eblasts moved here from 3913**

**FY23B**[illegible][illegible]

4610	Comm/Online Advertising	From 4143	Rate 4.50%	Total (12,825)	(12,825)
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		Rate	FY23B
34	Print 4611 Comm/Sales Rep	From 4140 4.50%	(2,700)
		Total	(2,700)
			(2,700)
		<b>TOTAL PROJECT REVENUES</b>	<b>\$329,475</b>

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3914
Project Name:	Content Marketing
For webinars, see project 3909; For Choice360, see project 3919	

LINE #	LINE ITEM DESCRIPTION
LINE #	LINE ITEM DESCRIPTION

EXPENSES

63	5000 Salaries & Wages	Project 3907 share	All Choice	% this Project	FY23B	
			\$1,238,171	0.000%		\$0

64	5001 Temp Employees-In-House	Position			FY23B	
			\$ -	\$ -	\$ -	\$0

65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk			FY23B	
					\$ -	\$0

68	5010 Employee Benefits	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$	
		5000 Project Salaries & Wages	\$0	31.50%	\$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	2	\$5,000	\$10,000	
		Case studies, write and produce			\$7,500	
					\$17,500	\$17,500

78	5122 Bank Service Fees				FY23B	
					\$0	\$0

79	5140 Repairs/Maintenance				FY23B	
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Subtotal - Outside Services \$17,500

85	5210 Transportation	\$450	Event	Cost		
			Charleston	\$0		
			ACRL	\$0		
			Annual	\$0		
			Total	\$0		\$0

86	5212 Lodging & Meals	\$1,100	Event	Cost		
			Charleston	\$0		
			ACRL	\$0		
			Annual	\$0		
			Total	\$0		\$0

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	White papers			FY23B	
					\$0	\$0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3914
Project Name:	Content Marketing
For webinars, see project 3909; For Choice360, see project 3919	

LINE #      LINE ITEM DESCRIPTION

111	5404 Design Service-O/S	design and layout	0	FY23B	\$0	\$0
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Subtotal - Publication Related Expenses      \$0

132	5031 Staff Development			FY23B	\$0	\$0
					\$0	

134	5501 Equipment/Software-Minor			FY23B	\$220	
			Zencastr		\$252	
			Adobe Audition: audio editing		\$60	
			Blubrry podcast metrics tracking software			
					\$532	\$532

139	5522 Telephone & Fax/O/S	Item		FY23B		0
		Local & long-distance phone/ad sales				
					\$	-

140	5523 Postage & E-Mail/O/S	Item		FY23B	\$0	\$0
		Mailroom postage; overnight delivery services				

146	5543 Bad Debt Expense	Item		FY16B Gross Ad \$	Rate (per ALA)	\$0
		Reserve for uncollectable accounts			0.00%	

Subtotal - Operating Expenses      \$532

161	5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing		FY23B		\$0
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Subtotal - Inter-Unit Transfers      \$0

		Line Item	Revenue \$	Rate	O/H Charge	
		4140 Advertising/Gross	60,000	13.25%	7,950	
		4143 Advertising Online	285,000	13.25%	37,763	
		4610 Digital commissions	(12,825)	13.25%	(1,699)	
		4611 Print commissions	(2,700)	13.25%	(358)	
178	5911 IUT-General Overhead	Totals	329,475		43,655	\$43,655

188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$
			Advertising/Gross	\$60,000	0.00%	\$0

Subtotal- Overhead and Taxes      \$43,655

TOTAL PROJECT EXPENSES      \$61,687  
NET PROJECT REVENUE      \$267,788

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

EXPENSES

									FY23B
63	5000	Salaries & Wages			All Choice	% this Project	FY23B		
					\$ -	0.00%	\$0		\$0
68	5010	Employee Benefits			Rate		FY23B		
					31.50%	TOTAL	\$0		\$0
						Subtotal - Payroll & Related Services			\$0
79	5140	Repairs/Maintenance			Item	Vendor	FY23B		
					Generator maintenance svc. contract	Atlantic/Detroit Diesel	\$1,400		
					Janitorial services	JanPro	\$6,500		
					HVAC service contract	Encon	\$3,500		
					Common area maintenance (CAM)	Liberty Square Assoc	\$10,800		
					Miscellaneous	--	\$700		
					Security system	Protection One	\$3,050		
					Carpet cleaning	RD Weis	\$1,075		
						Total	\$27,025		\$27,025
						Subtotal - Outside Services			\$27,025
138	5521	Space Rent	Parking	City of Middletown	Rate	Frequency	FY23B		
					\$4,500	4	\$18,000		\$18,000
139	5522	Telephone & Fax/O/S	Office phone service: See 0000 #5523	AT&T			FY23B		
							\$0		\$0
140	5523	Postage & E-Mail/O/S					FY23B		
							\$0		\$0
141	5525	Utilities			Rate	Frequency	FY23B		
			Electric	Eversource	\$1,200	12	\$14,400		
			Gas	Eversource	\$50	12	\$600		
			Rubbish/Recycling	Dainty Rubbish	\$25	12	\$300		
			Water & sewer	City of Middletown	\$250	1	\$250		
			Other				\$1,000		
						Total	\$16,550		\$16,550
151	5599	Misc. Expense	Adjustment between CHOICE & Plant Fund						\$0
						Subtotal - Operating Expenses	\$		34,550
182	5998	IUT-Allocations	2014 Liberty Square expenses from ALA Plant Fund (730-0000)				FY23B		
					\$25,285	Building Improvements	\$ -		
						Interest	\$ -		
							\$ 25,500		\$25,500
						Subtotal- Overhead and Taxes			\$25,500
						TOTAL PROJECT EXPENSES			\$87,075
						NET PROJECT REVENUE			(\$87,075)

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3919
Project Name:	Choice360

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

	FY23B
	Content Vertical 2
<div>4110 Subscriptions</div>	<div>\$0\$0</div>

[illegible]

4610	Comm/Online Advertising	From 4143	Rate 4.50%	Total (3,150)	(3,150)
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<b>TOTAL PROJECT REVENUES</b>	<b>\$66,850</b>
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<u>LINE #</u>	<u>LINE ITEM DESCRIPTION</u>
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## EXPENSES

		All Choice	% this Project	FY23B	
63	5000 Salaries & Wages	\$1,238,171	0.000%	\$0	\$0

		Position	FY23B
64	5001 Temp Employees-In-House	\$ - \$ - \$ -	\$0

				FY23B	
65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk		\$ -	\$0

68	5010 Employee Benefits	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$
		5000 Project Salaries & Wages	\$0	31.50%	\$0
		5001 Temp Employees In-House	\$0	15.00%	\$0
		5002 Overtime Wages	\$0	15.00%	\$0

<b>Subtotal - Payroll &amp; Related Expense</b>	<b>\$0</b>
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3919
Project Name:	Choice360

[illegible]

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3919
Project Name:	Choice360

LINE #	LINE ITEM DESCRIPTION			
			FY23B	
		Hosting & Search (Web Solutions)	\$ 360	
		SSL certificate	\$ 60	
		Domain registration	\$ 30	
		Maintenance	\$45 \$ 540	
5430	Web Operating Expenses		\$990	\$990
		Subtotal - Publication Related Expenses	\$4,990	
			FY23B	
		Soundcloud Pro: TIE podcast storage/RSS feed	\$144	
5501	Equipment/Software-Minor		\$144	\$144
			FY23B	
5530	Depr/Furn & Equipment		\$0	\$0
		Item	\$0	
			\$ 250	
5550	Promotion	Premiums & misc promo services	\$250	\$250
		Subtotal - Operating Expenses	\$144	
			FY23B	
5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing		\$0
		Subtotal - Inter-Unit Transfers	\$0	



Unit No.:	404
Unit Name:	CHOICE
Project No.:	3919
Project Name:	Choice360

LINE #      LINE ITEM DESCRIPTION

178	5911 IUT-General Overhead	Line Item	Revenue \$	Rate	O/H Charge	
		4143 Advertising Online	70,000	13.25%	9,275	
		4610 Digital commissions	(3,150)	13.25%	(417)	
		Totals	66,850		8,858	

188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$	
			Advertising/Gross	\$70,000	0.00%	\$0	

Subtotal- Overhead and Taxes      \$8,858

TOTAL PROJECT EXPENSES      \$66,642

NET PROJECT REVENUE      \$208

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3921
Project Name:	Choice LTI Restricted

LINE #	LINE ITEM DESCRIPTION	FY23B
REVENUES		

159

			FY23B	
5904	Transfer to/from Endowment	\$	(41,718.00)	(41,718)

Subtotal - Inter-Unit Transfers (\$41,718)  
TOTAL PROJECT EXPENSES (\$41,718)



# Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2019.

## 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 organizations, 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.

