

Association of College and Research Libraries  
**Budget & Finance Committee Pre-Annual 2022 Virtual Meeting**

June 2, 2022  
 10:00 AM to 12:00 PM (CT)

[Zoom Login](#)

## Agenda

Time	Item (Document number follows topic and presenter)
10:00–10:05 a.m.	<b>1.0 Welcome and introductions (Allen)</b>
10:05–10:10 a.m.	<b>2.0 Meeting recorder assignments (Allen)</b> The committee will be reminded of recorders and their deadline for submitting meeting notes to the compiler in order for the compiler to submit the committee’s final document by the ACRL meeting highlights deadline. <ul style="list-style-type: none"> <li>• June 2: _____</li> <li>• June 26: _____</li> <li>• Minutes due to Carolyn: July 15, 2022</li> <li>• Compiler B&amp;F Chair: Carolyn Henderson Allen</li> </ul>
10:10–10:12 a.m. <b>Action</b>	<b>3.0 Adoption of the Agenda (Allen)</b> The Budget and Finance Committee will review and take action on its agendas.
10:12–10:15 a.m. <b>Action</b>	<b>4.0 Approval of 2022 LibLearnX Minutes (Allen) #1.0</b> The committee will consider and take action on its minutes from the 2022 ALA LibLearnX.
10:15–10:35 a.m. <b>Information/Discussion</b>	<b>5.0 ACRL FY23 Budget (Allen/Malone) #2.0, #2.1, #4.0, #5.0</b> The committee will receive an update on ACRL’s FY23 budget and have the opportunity to discuss and ask questions before making a recommendation to the Board.

Time	Item (Document number follows topic and presenter)
10:35–11:05 a.m. <b>Information/Discussion</b>	<b>6.0 Choice FY23 Budget (Rachel Hendrick) #3.0, #3.1, #4.0</b> The committee will receive an update on Choice’s FY23 budget and have the opportunity to discuss and ask questions before making a recommendation to the Board.
11:05– 11:10 a.m. <b>Action?</b>	<b>7.0 FY23 Budget Approval (Allen)</b> The committee will consider if it would like to take action to make a recommendation to the ACRL Board of Directors on the FY23 budgets for ACRL and Choice. If the committee chooses to postpone, action would be taken later this summer.
11:10– 11:20 a.m.	<b>Break</b>
11:20–11:40 a.m. <b>Discussion</b>	<b>8.0 Prepare for ALA Operating Agreement &amp; Proposed LTI Mandate (Allen/Malone) #6.0</b> The committee will prepare for its meeting on June 26 with ALA Treasurer and ALA Operating Agreement Work Group co-chair Maggie Farrell and will discuss if there are questions or comments they would like to share with Farrell.  The committee will also have an opportunity to discuss the proposed LTI mandate, including the ACRL/PLA letter, and ask questions regarding implications for ACRL.
11:40 a.m. –12:00 p.m.	<b>9.0 New Business/Next meeting</b> <ul style="list-style-type: none"> <li>• Discussion of any new business</li> <li>• <b>Next meeting reminder:</b> ALA Annual Conference, June 26, 08:00 AM - 11:30 AM (ET), Renaissance, Meeting Room 08 &amp; 09, Washington, DC</li> </ul>
12:00 p.m. <b>Action</b>	<b>10.0 Adjourn (Allen)</b>

**Association of College and Research Libraries**

ACRL Budget & Finance Committee Virtual Meeting (makeup for AC22)

August 3, 2022, 2:00 PM to 4:00 PM Central

[Zoom login](#)

## Agenda

Time	Item (Document number follows topic and presenter)
2:00–2:10 p.m.	<p><b>11.0 Welcome &amp; Introductions (Mocnik)</b>            ACRL Budget &amp; Finance Chair Joe Mocnik will welcome the Committee and guests. The Committee members will introduce themselves. The assigned recorder and deadline will be reviewed.</p> <ul style="list-style-type: none"> <li>• June 2 virtual meeting: Nathan Hall</li> <li>• <del>June 26 in-person</del> August 3 virtual makeup meeting: Robert McDonald?</li> <li>• June 2 Minutes due to Carolyn: July 15, 2022</li> <li>• August 3 minutes due to Joe: August 17, 2022</li> <li>• Compiler B&amp;F Chair: Carolyn Henderson Allen, Joe Mocnik</li> </ul>
2:10–2:25 p.m. <i>Information/Discussion</i>	<p><b>12.0 Annual Conference Recap &amp; Implications (Malone) #12.0, #14.0, #14.1</b>            The Committee will receive a summary of activities and implications at the ACRL and ALA meetings that took place at the ALA Annual Conference in Washington, DC. While there was not a quorum at the ACRL Board and B&amp;F meetings in DC, informal discussions and meetings with guests were held.</p>
2:25–2:40 p.m. <i>Information/Discussion</i>	<p><b>13.0 ACRL &amp; Choice FY22 Performance &amp; Projections</b></p> <p><b>ACRL FY22 (Mocnik/Malone) #7.0, #7.1, #10.1</b>            The Committee will receive an update and have the opportunity to ask questions regarding ACRL’s FY22 2<sup>nd</sup> quarter report (through January 2022) and FY22 projections.</p> <p><b>Choice FY22 (Rachel Hendrick) #8.0</b>            The Committee will receive an update and have the opportunity to ask questions regarding Choice’s FY22 2<sup>nd</sup> quarter report (through January 2022) and FY22 projections.</p>

Time	Item (Document number follows topic and presenter)
2:40–2:55 p.m. <b>Information/Action</b>	<b>14.0 Chapters Funding Model (Carlton) #15.0, #15.1, #15.2</b> The Committee review and take action on an update to ACRL’s chapter funding model.
2:55–3:05 p.m.	<b>Break</b>
3:05–3:35 p.m. <b>Information/Discussion</b>	<b>15.0 FY23 Budget for ACRL &amp; Choice (Mocnik/Malone/Hendrick) #2.0, #2.1, #3.0, #3.1, #3.2, #4.0, #5.0</b> The Committee will receive background on the FY23 budgets for ACRL and Choice, including implications from the ALA Operating Agreement Work Group recommendations, ACRL’s spend down strategy and net asset balance, and Choice’s investments and offerings. The Committee will also hear about strategies for FY23 and receive an overview of the FY23 budgets for Choice and ACRL. Action will take place as an asynchronous virtual vote later in August.
3:35–3:45 p.m. <b>Discussion</b>	<b>16.0 Report &amp; Work Plan (Mocnik) #10.0</b> The Committee will discuss its work plan items for next year.
3:45–4:00 p.m. <b>Information/Action</b>	<b>17.0 Executive Session (Malone) #13.0, #13.1, #13.2, #13.3, #13.4, #13.5, #13.6</b> The Committee will review and take action on an action regarding a business decision.
4:00 p.m. <b>Action</b>	<b>18.0 Adjournment (Mocnik)</b>

#### Upcoming meetings/virtual votes

- ACRL FY23 asynchronous virtual vote: mid-August
- ACRL FY24 assumptions virtual meeting: TBD Fall 2022
- [ALA LibLearnX: The Library Learning Experience \(LLX\)](#), New Orleans, LA, January 27-30, 2023
  - ACRL Budget & Finance Virtual Meeting I: TBD January/February 2023
  - ACRL Budget & Finance Virtual Meeting II: TBD January/February 2023
  - Joint ACRL Board/Budget & Finance Virtual Meeting: TBD January/February 2023
- ALA Annual Conference & Exhibition, Chicago, IL, June 22-27, 2023
  - ACRL Budget & Finance Meeting I: TBD June 2023 (will move to virtual if needed)
  - ACRL Budget & Finance Meeting II: TBD June 2023 (will move to virtual if needed)

## ACRL Budget & Finance Committee Document Inventory

Annual Conference 2022 & ACRL Budget & Finance Committee Virtual Meeting (makeup for AC22)

**Black** = included in packet

**Blue** = new documents

<b>Doc #</b>	<b>Document</b>
Doc 1.0	ACRL B&F Committee Minutes: LLX22
Doc 2.0	ACRL FY23 Preliminary Budget Memo
Doc 2.1	ACRL FY23 Preliminary Budget
Doc 3.0	Choice FY23 Preliminary Budget Memo
Doc 3.1	Choice FY23 Preliminary Budget
Doc 3.2	Choice Five Year Projections Workbook
Doc 4.0	FY23 Budget Assumptions for ACRL & Choice
Doc 5.0	ACRL Five-year Budget Plan
Doc 6.0	ALA Executive Board Liaison Update
Doc 7.0	ACRL FY22 Memo (actuals through January 2022)
Doc 7.1	ACRL FY22 Report (actuals through January 2022)
Doc 8.0	Choice FY22 Memo & Report
Doc 9.0	FY20 & FY21 C&RL News Financial Narrative and Report
Doc 10.0	Budget & Finance Committee Report & Work Plan
Doc 10.1	FY22 Pie Charts
Doc 11.0	B&F Discussion Form: Development
Doc 12.0	ALA Operating Agreement Work Group Document
Doc 13.0	Budget & Finance/Board Action Form: Executive Session (confidential; sent via email)
Doc 13.1	Executive Session Attachment A (confidential; sent via email)
Doc 13.2	Executive Session Attachment B (confidential; sent via email)
Doc 13.3	Executive Session Attachment C (confidential; sent via email)
Doc 13.4	Executive Session Attachment D (confidential; sent via email)
Doc 13.5	Executive Session Attachment E (confidential; sent via email)
Doc 13.6	Executive Session Attachment E (confidential; sent via email)
Doc 14.0	Recap of ACRL Governance Meetings at AC22
<a href="#">Doc 14.1</a>	<a href="#">Recap of ALA Governance Meetings at AC22</a>
Doc 15.0	Board action form: Chapter Funding Policy
Doc 15.1	ACRL Chapter Relations Task Force Report 1998
Doc 15.2	Chapter Budgets, 2011-2021

## FYI Documents

<b>FYI #</b>	<b>Document</b>
FYI-1	ACRL Plan for Excellence
FYI-2	ALA Executive Board Agenda AC22
FYI-3	ALA Endowment Trustee Report AC22
FYI-4	ALA Endowment 5% Spending Payout
FYI-5	ALA Planning & Budget Assembly (PBA), Budget Analysis & Review Committee (BARC) & Division Leadership Joint Meeting Agenda AC22

**ACRL Joint Board/Budget & Finance (B&F) meeting  
February 1, 2022  
10:00 AM-12:00 PM CST**

**Proceedings**

Present: Carolyn Henderson Allen, Chair; Erika Dowell; Robert McDonald; Nathan Hall; Madhu Kadiyala; Binh Le; Scott Mandernack; Kristine L. Reed; Kristen Totleben; Joe Mocnik; Jay Malone, Executive Director Ex-Officio; Julie Garrison, President; Erin Ellis, Vice President; Jon Cawthorne, Past-President; Jacquelyn Bryant; Faye Chadwell; Kim Copenhaver; April Cunningham; Jessica Brangiel; Yasmeen Shorish; Cinthya Ippoliti; Mary Mallery

Guests: José Aguiñaga, Maggie Farrell, Beth McNeil

Staff: Allison Payne, Elois Sharpe; Mary Jane Petrowski; David Free; Margot Conahan; Kara Malenfant; Mark Cummings; Erin Nevius; Lauren Carlton; David Connolly

**I. 1.0 Welcome and Minutes (Carolyn Henderson Allen)**

Kristen Totleben is the notetaker for the first half of the meeting and Nathan Hall is the notetaker for second half. No additions or changes to the agenda.

**II. 2.0 Individual Membership Dues (Petrowski) #A, #A.1**

The Board and Committee discussed individual dues rates for FY23. Membership due changes are made in consideration of changes to the HEPI Index. HEPI released its annual report in December and increased to 2.7% in 2021. Petrowski recommended to increase current membership rate from \$69 to \$71. For retired members, increase dues to \$1, making it \$46. We have a student category, and this is the third and last year of a reduced student rate of \$5. It is anticipated that there will be a larger increase for next year, as inflation is increasing.

2018 membership survey- 18% of our members have dues paid by their employer and most pay out of pocket. Is ALA considering a dues increase? ALA Membership Committee is considering an increase due to the rising consumer price index. International members pay the same dues as US members. Organizations pay \$125 per year for membership. Do the Divisions ever coordinate their rates in concert with ALA? Each division has these discussions internally and not a conversation across ALA. ALA is looking at reducing member categories down to four categories. In 2023 there is potential to recommend an increase. Down the road, there may be a movement to standardize dues across divisions. There have been recommendations that division memberships should be the same across the association. Membership is also looking at possible bundles. Last year was a \$1-2 increase, keeping up with inflation. [Maggie Farrell's full talking points](#).

B&F approved Petrowski's proposal to increase personal memberships to \$71 for professionals and \$46 for retired members. Board member Shorish suggested an amendment to the current motion at the table, reducing membership proposal to \$1 rather than \$2. No comments. No change to retiree proposal but having \$1 increase to professional

members. What would be the potential impact of hearing the reduction proposal. ACRL Board approved Shorish's proposal to increase Membership dues to \$1 and keeping Petrowski's suggestion of \$46 for retired members. Board approved this motion, followed by Budget and Finance approving this decision. ACRL membership will be \$70.

- III. 3.0 Joint Board/B&F EDI Working Group (Allen) #B, #B.1, #B.2, #B.3, #B.4, #B.5, #D** The group reviewed the final report and discussed recommendations from the Joint Board/Budget & Finance Equity, Diversity and Inclusion Working Group that examined ACRL finances with an EDI lens. Carolyn Henderson Allen, who chaired the EDI Working Group, summarized the report. Reports examines financials across every aspect of how ACRL supports EDI and social justice; a look at how diversity actually plays out in the Association. This includes, among others, affiliates, BIPOC community associations, strategic plans, and editorial boards. It is acknowledged that there is broad support given the resources that ACRL has for investments for trying to change the paradigm to EDI. A few major concerns found by the Working Group: Ensure that there is some degree of equity across the board. Currently, looking at the budget and how it is presently arranged was not a productive or accurate way of insuring that we're being consistent in the application of funding. Allen referred to the FY18-FY21 Spreadsheet. It is proposed that we change the budgeting process to align with how we fund the EDI initiatives, allocating \$150,000 to various EDI activities over the course of the year. EDI line items would give consistent measurement from one year to the next. A contingency amount could be allowed.

The Working Group looked at the 2020 ACRL Trends and Statistics Questionnaire. The Working Group recommended that we identify ethnicities within institutions to establish benchmarks. Awards were tricky to assess because the Working Group could not find the data on all awards. It is recommended that we create a mechanism for award data to be captured so that it can then be reviewed. It is recommended to capture the ethnic makeup of our institution. With this data, ACRL can begin to develop a system of outreach for participation. It would be helpful to include any budget information relative to EDI in the infographic.

ACRL currently does not track retention of membership. It would be good to know what the retention rates are and the categories of individuals who are dropping out. Outreach programs for retirees, young professionals, and others could then be more compelling.

Looked at all workplans- extraordinary across the board. There are good EDI goals across the division but not measurable. Make EDI working plans more specific and goal-oriented; otherwise, no follow-through happens. Committees are very heavily Caucasian. We'd like to see more diversity in committees. We don't know the makeup of our membership. Duplication of programs is an issue. ACRL should consider offsetting costs by streamlining efforts, foster better collaboration across groups. Designing outreach for BIPOC community and ensuring that language we use is consistent with best practices and in line with ACRL's EDI statements. Recommendations for doing this are outside of the task force's purview. Would also like to raise awareness of salary disparities among librarians. There is a task



force being developed for this, to look at ACRL Models for Excellence for all institutions, not just ARLs.

Regarding the lack of diversity around appointments to committees, is there any movement in procedures towards appointing members for participation? When we receive pool of volunteers, individuals who identify themselves as person of color, they get put on every committee. We try to pull back and not overload an individual. Some of the lack of diversity has to do with the pool of volunteers we have. Appointments Committee is doing direct outreach to members who received free membership- BIPOC and affiliates such as BCALA, etc. to share info about opportunity. Being very mindful that demographic information is optional and there is a very large spreadsheet of members interested in committees. Identify new volunteers or those who tried a few times to get into committees. Identify stronger relations with ethnic caucuses. EDI may be a focus. It's important to not just have goals, but what are the measures to see progress.

Be more systematic and intentional about increasing diversity in committees. Two Task Forces can address this: compensation and how nominations occur. Editorial Boards- there is duplication by design, but we have missed the mark, as we don't have diverse voices submitting material. Work being done in smaller institutions is just as significant, if not more, because they have less resources. It is recommended to put a plan in place to get more diverse voices in our publications. Having liaisons to affiliate groups. In 2016-2017, the editorial boards conducted a demographics survey of their composition before the Core Commitment was adopted. The same names repeat across the EBs due to ex-officio appointments. Make a plan, make a unified effort and have a communication exchange.

Identify areas where we support EDI, such as Spectrum Scholarship Support, so we can allocate money and track it. The money is given to support EDI but not tracked.

Action form D: Recommended action is that ACRL Board of Directors approves B&F using line item allocations to measure \$150,000 of EDI funding. Approved.

Break

#### **4.0 BARC/ALA Exec. Board Liaison (Maggie Farrell) #C, #C.1, #C.2 The group will receive an update on ALA Finances and the ALA Operating Agreement working Group from ALA Treasurer and ACRL's liaison from the ALA Budget Analysis & Review Committee (BARC) and ALA Executive Board.**

1. *FY21 (finished August 2021)*
  - a. Audit release coming up
  - b. Net revenue: \$1.1 million
  - c. Positive variance of \$2 million, though deficit had been projected, with declining revenue from no conferences and declining membership
  - d. ACRL \$700K net revenue projected

- e. Choice \$300K net revenue projected
  - f. Following audit release, budget prep for FY23 will open in the next week
- 2. *FY22 review*
  - a. 1<sup>st</sup> quarter report due in 2 weeks
  - b. Concern that Lib Learn X not projected to meet forecast revenue, though participation was high
  - c. ALA has been and will continue to adjust expenses to match revenue
- 3. *FY23*
  - a. Prelim budget will be examined in April and June, and then finalized in Fall
- 4. Budget objectives passed:
  - a. align revenue and expenses to work in tandem
  - b. increased revenue sources
  - c. focus on rebuilding membership base
  - d. Continue to develop budget surplus and contingencies and financial stability
  - e. metrics for budget
  - f. 75% of budget goes to member services
- 5. Budget assumptions, developed by ALA management
  - a. 2% salary increase for staff
  - b. No change to overhead rate
- 6. Technical goals for ALA management:
  - a. Increasing membership to 18% market share
  - b. Strengthen and diversify revenue streams to 6
  - c. Centralize aspects of association, such as continuing ed
- 7. Achievements
  - a. New CFO, Dina Tsourdinis
  - b. Assets strengthened
  - c. Expenses reduced
  - d. 2 payroll protection loans totaling \$6.2 million (loans forgiven)
  - e. Revenue from grants, foundation gifts, and private gifts
- 8. *ALA Operating Agreement working Group*
  - a. Proposal to remove overhead charged to divisions. which just moves money between different aspects of operation
  - b. These expenses currently pay for central services like IT and Legal.
  - c. Impacts on divisions and ALA will be discussed at a future date

**5.0 Next steps/New Business (Allen)**

No new business

**6.0 Meeting Adjourned**

ACRL Budget and Finance Committee  
February 3, 2022  
10:00 AM - 12:00 PM CST

## Proceedings

Present: Carolyn Henderson Allen, Chair; Jay Malone, Executive Director Ex-Officio; Erin Ellis, Vice President; Erika Dowell; Kristen Totleben; Madhu Kadiyala; Robert McDonald; Valrie Minson; Nathan Hall; Joe Mocnik

Guest: Julie Ann Garrison, President

Not Present: Jacquelyn Bryant, ACRL Division Councilor; Budget and Finance Members: Binh P. Le, Scott Mandernack, Kris 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; Erin Nevius, Content Strategist; Kara Malenfant, Senior Strategist for Special Initiatives; Margot Conahan, Manager of Professional Development; David Free, Editor-In-Chief of C&RL News/Senior Communications Strategist; Rachel Hendrick, to serve as CHOICE Interim Editor and Publisher

### **1.0 Welcome and Introductions (Allen)**

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

### **2.0 Assign/Review Recorders (Allen)**

Recorder: Nathan Hall, Erka Dowell

### **3.0 Adoption of Agenda (Allen)**

Kristen Totleben made motion to approve as presented.

Valerie Minson seconded the motion.

The motion passed unanimously.

### **4.0 Approval of minutes from September 2021**

Erika Dowell made motion to approve minutes

Nathan Hall seconded the motion

The motion passed unanimously

### **5.0 Debrief of Joint Board/B&F & ALA Finance Meetings (Allen)**

Maggie Farrell, ALA Treasurer, BARC Member and liaison to the Executive Board provided updates on the ALA finance strategies.

It was noted that the American Library Association desires to increase to membership to 56,000 adding 19,000 new members to reach the goal of approximately 18% market share.

The ALA plans to increase collaborations with affiliate groups to develop and engage in cooperative programs that will benefit each organization and potentially create opportunities for ACRL to increase its membership.

ALA goal is to align revenue and expenses and continue to build in contingencies in order to develop budget surpluses. Greater focus on financial stability utilizing metrics to establish future budgets.

A closer look at conference expenditures and revenues will determine future goals utilizing data that may potentially aid in stabilizing future budgeting practices.

Greater emphasis will place greater emphasis on education and training noted as desired by the membership.

The overhead for FY23 is set at 26.5%. However, there is a need to clearly define how ALA manages and determines overhead, and what changes may occur as a result of a revised operating agreement. The last change to operating agreement was 1989. The committee plans to reach out to the ACRL Board and B&F committee as progress is made.

Close attention shall be given to the LTI utilization by ALA and the Divisions.

The PPP funding during the pandemic of \$6.2 M in FY 20-21 helped to replace lost in-person conference revenue.

Net revenue for FY21 \$1.1 million.

### **6.0 Review of Progress on B&F Committee's Work Plan (Allen) #2.0**

Allen noted that the B&F workplan goals were met with the exception of receiving timely budget reports due to financial exigencies and the COVID19 pandemic.

The B&F Workplan structure is to support the financial needs of committees, working groups, communities of practice and special programming that enrich academic libraries at all levels. It is important that ACRL remains mindful to include inclusive programming that will engage community colleges, tribal colleges and HBCU's.

It was suggested that B&F consider adding social justice to workplan. Allen reiterated that it will be necessary to have the Board make the decision to add this component to the Core Commitment.

However, a broader look at systemic issues, and the need for more conversation and action programming about EDI are ongoing needs and unconscious bias.

The workplan was accepted as written.

### **7.0 ACRL Finances (Malone)**

FY21: Malone indicated that final FY21 audit report should come in week or two, and is expected to be pretty close to the numbers circulated to the committee. The net final position is 334% better than projected due to staff furloughs (4 weeks) and the federal Payroll Protection Program (PPP) loans, which not do not need to be repaid. The PPP loan covers a September-to-September period and so a prorated portion is represented in the FY21 budget. Revenue and expenses were both down due to no in-person conferences. This also had a positive effect on the organization's carbon footprint.

FY22: As well, Q1 of this fiscal year is delayed. The new ALA Chief Financial Officer, Dina Tsourdinis comes from a higher education background, and Malone is optimistic that financial reporting will become timelier. The objective is to have timely monthly reports which will be useful to operations in a way that quarterly reports are not. Joblist had a good first quarter. There is still significant uncertainty regarding income and expenses for FY22. For instance, will the RBMS Conference take place in person at Yale this June? We are still waiting for Yale to decide. If this conference switches to virtual only, it will have a significant impact on FY22.

FY23: Budget assumptions are in the meeting document packet. Thank you to Alison and Mark for the careful analysis. One change to the budget environment going forward is that we expect inflation to be

up considerably more than originally projected. The net asset balance spend down continues. For FY23, we are projecting a \$205,799 deficit, which is unusual for a year with the ACRL Conference.

Conferences are a big risk for ACRL and other organizations in the current economic environment. Many organizations are concerned about virtual/in-person hybrid conferences since they could contribute to not meeting room block commitments, etc., costing the organization money. The tension is that virtual meetings are good for access, but present financial risk for the in-person conference.

Q: Are we doing a hybrid meeting?

Malone: What do we mean by hybrid? If it means that some content is available online, then yes.

Conahan responded that ACRL is thinking about hybrids very seriously. We are hoping the RBMS Conference at Yale will be a pilot for what a hybrid conference could be. It would include virtual participation in real time, some recorded content, and some online only content. The software is called Pathable.

Malone indicated that a major concern about hybrid conferences is cost. Providing true interactivity in real time can have significant extra AV costs. The RBMS Conference would use a "cheaper" model of a hybrid conference. Garrison noted that the Charleston Conference did a "cheaper" version in 2021 and it was disappointing to many attendees. Malone indicated that the ACRL conference planners are working hard on ways to enhance the virtual attendee experience.

Malone reminded the group of the ALA budget construction timeline. ALA BARC will look at budgets in late February or March. Divisions will work on final budgets for discussion at ALA Annual, and the budgets will be approved at the division and ALA levels in the fall.

Malone remarked that he and Mark Cummings have weekly meetings and that he is grateful for Mark's work.

### **8.0 Choice Finances (Cummings)**

Cummings shared slides to illustrate his remarks.

FY21: Cumming noted that CHOICE's actual net revenue of \$415,439 is misleading due to the credit of \$322,388 in PPP loans. The real net revenue is \$93,051. Choice operated in the black due to staff furloughs which were equivalent to a 7.7% pay cut for the fiscal year. Cummings hopes that ALA will do something on behalf of staff salaries now that repayment of the PPP loans is waived. Sources of revenue remain the same and they follow the same trends as in recent years. Subscription revenue was down 10%. Sponsored content was up 16%. Royalties are stable.

Advertising and sponsored content rose from 19% of income to 33% over the last 8 years. Library subscription spending represents 47% of income down 7% from 2019. CHOICE is annually funding its deficits from its net asset balance.

In ALA's effort to create a new operating agreement, ACRL should pay attention to the proposal that would eliminate the net asset balance. If that aspect of the plan is adopted, who would make decisions about deficit spending? Where would start-up funds for new initiative come from? And what role would the ACRL Board or ACRL committees play in those decisions? It could result in a big loss of autonomy for the division.

FY22: All running as expected on the income side. Expenses are hard to evaluate since timely financial reporting is not available from ALA at this time.

FY23: Shifts in revenue will continue. The ccAdvisor product will be deprecated in Sept 2022. For now, annual subscriptions are not being renewed and an announcement about the wind-down of the project will be announced publicly later.

Traditional advertising will continue to decline. Sponsored content will be the driver of growth. Since FY16, CHOICE has cut 22% of its budget (about \$600K). Further cuts would impact critical operations. CHOICE goals include making Choice360.org a project with its own profit/loss tracking, building new content in Choice360 (articles, interviews, blogs, webinars, etc.), and sustaining that content through sponsorship and advertising.

In pursuit of these goals, CHOICE is reducing the number of reviews published each year, filling an open editorial position, and expanding the range of topics it addresses to engage new sponsors. CHOICE is investigating new strands of content like the “Towards Inclusive Excellence” strand that began last year. The new strand will likely be about technology and libraries. Strands are supported by sponsors. User engagement with Choice360.org is growing but it needs to be translated into income.

FY23 expectations are that revenue will remain flat. Payroll costs will increase, as will costs for outside services (paid editors and contributors for the content strands). Choice will pay \$301,955 to ALA in overhead.

Malone asked about the possibility of Choice engaging more with public libraries. He noted the podcast interview with Martha S. Jones whose book, *Vanguard: How Black Women Broke Barriers, Won the Vote, and Insisted on Equality for All* (Basic Books, 2020), was banned by a Louisiana public library board. Cummings noted that there are challenges with CHOICE forging alliances with other parts of ALA. It is isolated geographically, has separate operations, and has a different purpose. ACRL has members. CHOICE has customers.

Allen asked if this committee could help in any way. Cummings did not see any way the committee could help but had some hope that the cross-functional teams created by ALA Executive Director Tracie D. Hall could offer some opportunities.

Cummings also credited CHOICE’s history as contributing to its lack of integration with the larger organization. CHOICE started as a magazine. It was located on the east coast for a reason. Over time it has developed a mission that is more separate from ACRL. And in many ways, CHOICE prizes its autonomy.

Allen asked if webinars were a point of common interest between ACRL and CHOICE. Cummings noted that the format is the same, but ACRL webinars are considered continuing education. While CHOICE webinars are advertising. The content is developed in completely different ways, not bubbling up from the membership, but instead a salesperson goes to a big vendor and asks, would you support a webinar on this topic?

Dowell asked does CHOICE’s mission change as the operations change. Cumming said, yes, the mission used to focus on collection development, now it has become broader as in the new Toward Inclusive Excellence content strand. The mission of supporting academic libraries is still the same. Even the review part of the operation is changing its purpose. By reducing the number of reviews, CHOICE plans to make the reviews longer and more analytical, more like the *New York Review of Books*. These reviews would serve a different purpose, not informing collection development so much as serving the academy as a whole.

### **9.0 New Business (Allen)**

No new business was brought forward.

### **10.0 Adjourn (Allen)**

The meeting adjourned at 11: 56 PM CST.



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

From: Jay Malone, Executive Director

Date: May 20, 2022

Re: Overview of FY23 Budget

## Executive Summary

ACRL	FY23	FY21	FY21	FY21	FY19	FY19	FY19
	Budget	Actual	\$ Variance	% Variance	Actual	\$ Variance	% Variance
Opening		\$2,581,390			\$3,430,260	(\$1,586,243)	-46%
Revenues	\$4,264,949	\$3,229,958	\$1,034,991	32%	\$5,115,731	(\$850,782)	-17%
Expenses	\$4,408,764	\$2,443,625	\$1,965,139	80%	\$5,234,167	(\$825,403)	-16%
<b>NET</b>	<b>(\$143,815)</b>	<b>\$786,332</b>	<b>(\$930,147)</b>	<b>-118%</b>	<b>(\$118,436)</b>	<b>(\$25,379)</b>	<b>21%</b>
Ending balance	\$1,700,201	\$3,367,722	(\$1,667,521)	-50%	\$3,311,824	(\$1,611,623)	-49%
Mandated Reserve	\$886,316	\$990,533	(\$104,217)	-11%	\$989,273	(\$102,957)	-10%

*Odd years reflect conference years.*

## ACRL FY23 Budget Overview

The FY23 budget (Doc 9.1) 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 have the option to postpone taking action until late summer. Please note that after Budget and Finance and the Board had reviewed the preliminary budget, and after all ALA had units submitted their budgets, ALA requested that units deduct discretionary expenses so that the ALA budget showed a slight surplus. ALA directed ACRL to deduct \$219,438. Some of these deductions are mentioned below.

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. It is important to note that excess revenues grew to such an extent (these operating reserves how grown to almost \$4.7M in FY2018), that the

Board launched a 5-year plan, where these NABs would be used to launch initiatives and to offset costs. And while the NABs exist on paper, the ALA launched a working group several years ago to examine the operating agreement between the divisions and ALA and the future of the divisions' NABs is uncertain, calling into question whether or not we can draw on NABs to cover deficits. Budgeting for FY23 is further complicated because it is difficult to predict how major revenue streams, such as the biennial conference, will perform.

### **Net Asset Balance**

As mentioned above, to better situate a discussion of preliminary FY23 revenues and expenses, let's consider the FY23 ending net asset balance (NAB), which is also called the Operating Reserve. These funds represent budget surpluses that have accumulated over the years. These surpluses arose from successful biennial conferences, from frugality brought on by the Great Recession of 2008, and from other savings measures. In the preliminary budget the opening net asset balance is \$1,844,017, which is \$957,701 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 by 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 cancellation or major disruption to attendance, there would be money on hand to sustain the organization. Members need to be clear that the biennial conferences represent 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 2021 Seattle conference to an online venue. Such penalties typically run into the high 6 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 (LTI - 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 and in Benchmark, two programs shared with the Public Library Association; 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. 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.

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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. One quarter of the average for expenses FY18-FY21 is \$886,316.



As we look at FY23, let's first consider ACRL's three standard revenue streams:

- **Membership**

- In recent years, the number of ACRL members has been in a steady decline despite efforts at retention. Personal memberships in FY2023 are expected to increase over the FY22 level by 1.54% to 7,626 (of which 7,432 are paying members). ACRL has historically increased dues as guided by the Higher Education Price Index (HEPI). Budget and Finance had suggested a \$2 increase (based on a HEPI inflation that was calculated in the fall of 2021). Due, in part, to the higher inflation rate that was evident in Feb 2022 and the impact that this would have on members, the board voted to increase dues by just \$1.

- **Publications:**

- Publications are budgeted as increasing slightly (4%) from FY22. We hope to continue to increase publications revenues to return to pre-pandemic levels; however, some shifts in purchasing trends may be longer term. Choice, C&RL News, C&RL, Non-Periodical Publications, and Statistics all show increases. The exception is the journal, RBM, which we expect will see about a 35% drop from FY22 to FY23 due to falling subscriptions.
- 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 had budgetary implications, as described below.
- 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") allow division journal advertising that is 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 of over \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising.
- Because of the sustained stronger than expected ALA JobLIST classified ad sales in FY22, staff have projected an \$80K increase over FY22.
- Due to client feedback, ACRL Benchmark underwent a wholesale revision in FY22, as we moved services provided by the vendor Counting Opinions into a new format. We continue to revise that format, making revenue projections difficult to predict. The preliminary budget saw an expected increase in FY23, with \$216,000 versus \$193,036 in FY22 budgeted for subscriptions. These improvements continue to attract customers and that increase now stands at \$228,299. As we consider potential revenue factors, such as possible licensing agreements, it is hoped that we will be able to increase this amount in a future iteration of the budget.
- Project Outcome revenues had originally been forecast to increase to \$16,125 in FY23 versus \$6,750 in FY22. That revenue projection now stands at \$13,685.

- **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 (the biennial meeting is classed under education). 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 (with no vaccination requirements, which are expensive to enforce), but with reduced demand and

budget for in-person events and increased demand for online events. This resumption of safe travel is assumed for our Road Shows and for our Immersion programs.

- Staff are reviewing ACRL eLearning webcasts and online courses. The new ALA pricing structure where we lost our \$295 group rate, where our ALA and Nonmember rates were reduced due to the standardized pricing, and where bulk purchase discounts became effective with two registrants, has us budgeting some \$32K less revenue than FY22. Once we receive some updated performance reports for FY22, we may revise these revenue numbers.

It is evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conferences. To offset dependency on a single revenue area, ACRL must continue to seek for ways to diversify its revenue. 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 hopes to continue 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:

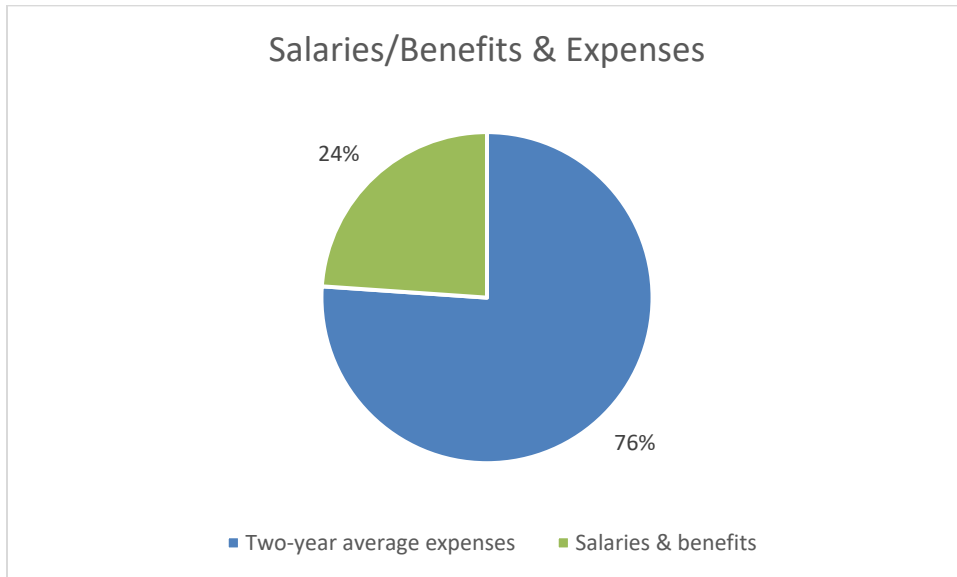
- \$88K to support the Research and Scholarly Environment goal which includes \$2K for 1 OpenCon scholarship, and approximately \$25K to pay for ACRL's membership in other organizations. Due to budget constraints, we are proposing elimination of ACRL's membership in the Library Copyright Alliance (\$28,000);
- 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.
- \$99K is budgeted for scholarships, which includes support for the RBMS Conference, and Immersion program, as well as \$14K to support three 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. We are confident that the total amount spent on EDI will meet or exceed the \$150K goal set by the Budget and Finance Task Force, which made this an objective;
- 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
102	<b>Nets</b>							
103	<b>Total Net ACRL</b>	\$547,562	(\$732,690)	(\$118,436)	(\$730,468)	\$786,332	(\$737,340)	(\$143,815)
104	<b>Total Net Choice</b>	(\$114,764)	(\$132,001)	(\$177,990)	\$15,481	\$336,784	(\$211,179)	(\$244,298)
105								
106	<b>Membership Net</b>	(\$482,854)	(\$795,476)	(\$711,863)	(\$449,745)	(\$22,569)	(\$467,071)	(\$229,277)
107	<b>Publications Net (without Choice)</b>	\$299,833	\$188,929	\$164,150	\$46,501	(\$35,683)	\$34,943	(\$79,070)
108	<b>Education Net</b>	\$788,327	(\$60,786)	\$559,276	(\$269,519)	\$859,545	(\$257,491)	\$198,384
109								
110	<b>Operating Transfers</b>							
111	<b>ACRL</b>	(\$250,000)	(\$525,000)	\$0	\$157,096	\$0	\$135,000	\$135,000
112	<b>Choice</b>	\$40,539	\$525,000	(\$176,324)	\$43,987	\$0	\$0	\$0
113								
114	<b>LTI Transfers, Gains, Losses</b>							
115	<b>ACRL</b>	\$362,143	\$776,761	(\$2,770)	\$569,651	\$1,244,718	(\$135,000)	(\$135,000)
116	<b>Choice</b>	\$31,378	(\$308,226)	(\$33,813)	\$62,944	\$63,565	TBD	TBD
117								
118	<b>Ending Reserves</b>							
119	<b>ACRL Mandated Operating Reserve</b>	\$886,316	\$933,236	\$989,273	\$1,028,604	\$990,533	\$990,533	\$841,982
120	<b>Reserve Aug 31: ACRL Operating</b>	\$4,686,947	\$3,430,256	\$3,311,824	\$2,581,357	\$3,367,722	\$1,844,017	\$1,700,201
121	<b>Reserve Aug 31: ACRL LTIs</b>	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$6,768,385	\$5,388,667	\$5,253,667
122	<b>Reserve Aug 31: CHOICE Operating</b>	\$2,573,834	\$2,926,294	\$2,571,979	\$2,587,461	\$2,924,244	\$2,376,282	\$2,131,984
123	<b>Reserve Aug 31: CHOICE LTI</b>	\$880,574	\$572,348	\$538,536	\$557,493	\$621,058	\$557,493	\$557,493
124	<b>Total</b>	\$12,321,379	\$11,885,684	\$11,376,356	\$11,249,977	\$13,681,410	\$10,166,458	\$9,643,345

	A	B	C	D	E	F	G	H	I	J	
1	<b>ACRL General &amp; Administrative</b>		<b>0000</b>								
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>	
3	4429	OVRHD-EXMPT REVENUE/DIVISIONS					-\$500			\$0	
4	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$500</b>	<b>\$0</b>		<b>\$0</b>	
5											
6	5000	SALARIES & WAGES	(2,208)	(1,780)	(4,872)	-\$27	-\$337	\$7,618	Salaries: Memo only; will be allocated to programs at year end.	\$10,712	
7	5001	WAGES/TEMPORARY EMPLOYEES			2,195						
8	5002	OVERTIME WAGES	2,180	1,780	2,607	\$27	\$337	\$1,500	Anticipated overtime for ALA Conferences plus 15% benefits. Adjusted based on actual.	\$1,500	
9	5005	ATTRITION FACTOR						\$0		\$0	
10	5009	ACCRUED VACATION WAGES						\$0		\$0	
11	5010	EMPLOYEE BENEFITS	(0)	0	(0)			\$2,580	Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end.	\$3,428	
12	5015	TUITION REIMBURSEMENT						\$0		\$0	
13	5016	PROFESSIONAL MEMBERSHIPS	2,052	3,022	1,094			\$2,000	ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$375).	\$2,110	
14	5019	HEALTH INSURANCE						\$369			
15	5041	BLUE CROSS REFUND						\$0		\$0	
16	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$2,500	TEMPORARY EMPLOYEES/OUTSIDE	\$2,500	
17	5110	PROFESSIONAL SERVICES	28					\$0		\$0	
18	5120	LEGAL FEES						\$0		\$0	
19	5121	AUDIT/TAX FEES						\$0		\$0	
20	5122	BANK S/C						\$0		\$0	
21	5130	LOBBYING / CONSULTING									
22	5140	EQUIP/FURN REPAIRS			49			\$100	Shared	\$100	
23	5141	MAINTENANCE AGREEMENTS									
24	5150	MESSENGER SERVICE	136	371	83		\$65	\$300	Messenger service	\$300	
25	5151	DUPLICATION/OUTSIDE									
26	5210	TRANSPORTATION	4,677	7,972	3,918	\$2,633		\$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.	\$2,500	
27	5212	LODGING & MEALS	6,915	4,901	1,815	\$5,129		\$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.	\$2,350	
28	5214	ENTERTAINMENT			128			\$0		\$0	
29	5216	BUSINESS MEETINGS	1,019	826	420			\$750	Business meetings and IFLA registration fee.	\$750	
30	5219	UNALLOCATED AMERICAN EXPRESS									
31	5300	FACILITIES RENT						\$0		\$0	



	A	B	C	D	E	F	G	H	I	J	
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32	5301	CONFERENCE EQUIPMENT RENTAL	603					\$100	Conference equipment rental	\$0	
33	5302	MEAL FUNCTIONS	1,253	1,256	1,612	\$278		\$1,000	Meal Functions - Group meals Executive Director hosts to conduct association business during travel.	\$1,000	
34	5303	EXHIBITS						\$0	Exhibits in 3200	\$0	
35	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0	
36	5350	PROGRAM ALLOCATION		0	(400)			\$0		\$0	
37	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0	
38	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	Typesetting for ACRL letterhead, envelopes, business cards, etc.	\$0	
39	5402	PRINTING-OUTSIDE	2,224	852	1,512			\$1,600	Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300	\$1,600	
40	5403	BINDING-OUTSIDE						\$0	-Share of ACRL Briefing Book (1/3 of \$700)	\$0	
41	5404	DESIGN SERVICE-OUTSIDE						\$0	Design service	\$0	
42	5406	REVIEW SERVICE						\$0		\$0	
43	5410	MAIL SERVICE-OUTSIDE	225					\$0		\$0	
44	5411	ADVERTISING/SPACE						\$0	Advertising/space for recruitment	\$0	
45	5420	COPYRIGHT FEES						\$0	General Copyright Fees	\$0	
46	5430	WEB OPERATING EXPENSES	3,120	710	1,749	\$3,222	\$2,292	\$4,212	Domain name fees for acrl.org and acrlg.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.	\$4,212	
47	5499	INVENTORY RESERVE ADJUSTMENT						\$0		\$0	
48	5030	STAFF RECRUITMENT/RELOCATION	712					\$0		\$0	
49	5031	STAFF DEVELOPMENT	15,075	17,520	16,191	\$9,622	\$6,150	\$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	
50	5500	SUPPLIES/OPERATING	2,355	3,041	1,105	\$1,055	\$1,217	\$3,000	Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations.	\$3,000	
51	5501	EQUIPMENT & SOFTWARE/MINOR	3,098	2,239	6,831	\$4,104	\$3,009	\$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	
52	5502	REFERENCE MATERIAL/PERIODICALS						\$0	Reference materials and subscriptions to professional journals.	\$0	
53	5510	INSURANCE						\$0		\$0	
54	5520	EQUIPMENT RENTAL/LEASE						\$0		\$0	
55	5521	SPACE RENT						\$0		\$0	
56	5522	TELEPHONE/FAX	734	791	996	\$280		\$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	
57	5523	POSTAGE/E-MAIL	10	1,759	603		\$60	\$1,000	Postage	\$1,000	
58	5525	UTILITIES						\$0		\$0	
59	5530	DEPRECIATION F/E	0	0	(0)	\$0	-\$1	\$1,000	Depreciation	\$1,000	



	A	B	C	D	E	F	G	H	I	J
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2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
60	5531	DEPRECIATION BUILDING						\$0		\$0
61	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS						\$0		\$0
62	5533	DO NOT USE N/S Intangible Assets								
63	5540	ROYALTY EXPENSE	230	51				\$0		\$0
64	5541	COLLECTION EXPENSE								
65	5543	BAD DEBT EXPENSE						\$0		\$0
66	5544	INTEREST EXPENSE						\$0		\$0
67	5545	TAXES/PROPERTY						\$0		\$0
68	5550	PROMOTION						\$0		\$0
69	5560	ORG SUPPORT/CONTRIBUTION	5,000					\$0	ACRL contribution to the LTI fund shown on Exec. Summary. No planned transfer from operating to LTI for FY23.	\$0
70	5599	MISC EXPENSE	(59,111)	(49,602)	(42,522)	-\$20,115	-\$12,906	(\$66,911)	Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix	(\$79,081)
71									Reverse out charges to projects (memo includes CHOICE amount)	
72										
73	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
74	5901	IUT/CPU						\$0		\$0
75	5902	IUT/DATA PROC						\$0		\$0
76	5903	IUT/SUBS PROC						\$0		\$0
77	5904	TRANSFER TO/FROM ENDOWMENT						\$0		\$0
78	5905	IUT/TELEPHONE	2,163	1,826	1,553			\$0	IUT telephone; ALA moving to VoIP	\$0
79	5906	IUT/ORDER BILLING						\$0		\$0
80	5908	IUT/MAINTENANCE						\$0		\$0
81	5909	IUT/DIST CTR	532	688	552			\$750	IUT distribution	\$750
82	5910	IUT/REPRO CTR	6,979	1,777	2,367	\$394	\$16	\$2,000	IUT reprographics	\$2,000
83	5912	IUT-Copyediting/Proofreading				\$662	\$98	\$0		\$0
84	5913	IUT-Composition/Alteration						\$0		\$0
85	5940	IUT/REGISTRATION PROCESSING						\$0		\$0
86	5941	IUT/CHOICE				-\$7,636		\$10,634	Transfer from CHOICE	\$14,852
87	5942	IUT/ADVERTISING						\$0		\$0
88	5999	IUT/MISC						\$0		\$0
89	5911	IUT/OVERHEAD						\$0		\$0
90	5998	IUT/ALLOCATIONS						\$0		\$0
91	5600	TAXES/INCOME								
92		<b>Expenses</b>	<b>(0)</b>	<b>0</b>	<b>(416)</b>	<b>-\$1</b>	<b>-\$1</b>	<b>\$0</b>		<b>\$0</b>
93										
94		<b>Net</b>	<b>0</b>	<b>(0)</b>	<b>416</b>	<b>\$1</b>	<b>-\$499</b>	<b>\$0</b>		<b>\$0</b>

	A	B	C	D	E	F	G	H	I	J		
1	<b>ACRL Membership</b>		<b>FY2023</b>	<b>3200</b>								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	<b>2023 Notes</b>		<b>2023 Budget</b>	
3	4000	DUES/PERSONAL	\$635,258	\$606,636	\$595,758	\$556,439	\$518,252	\$475,066	<p>Personal memberships for FY22 are expected to total 7,510 (but only 7,316 are dues paying members in FY22). As a non-conference year, FY22 personal membership is projected to decrease 7.11% from FY21. Students represent 11.9% (870) of personal (paying) members and retired members represent 3.9% (288). Total cash receipts: (6,158 x \$71 = \$437,218) + (288 x \$46 = \$13,248) + (870 x \$5 = \$4,350) = \$454,816. This is the number used to calculate FY22 deferred revenue which appears in the first quarter of FY23. Four of the 12 months of 2022 are part of FY23 (Sept.-Dec.). Therefore, 95% of 4/12 of the 2022 dues are deferred in FY23 (.333 x \$454,816) = \$151,454.</p> <p>Personal memberships in FY2023 are expected to increase over the FY22 level by 1.54% to 7,626 (of which 7,432 are paying members). Total cash receipts: (6,256 x \$71 = \$444,176) + (292 x \$46 = \$13,432) + (884 x \$5 = \$4,420) = \$462,028. Eight of the 12 months of 2023 are part of FY2023 (Jan.-Aug.). Therefore, 8/12 (or .667) of the 2023 dues are recognized in FY2023 (the rest, or 4/12 (or .333), is deferred: 8/12 of \$462,028 = \$308,172.</p>		<b>\$436,601</b>	
4	4001	DUES/ORGANIZATIONAL						\$61,856	<p>Organizational members for 2022 are expected to decline 5.6% from FY21 to 504 (504 x \$125 = \$63,000). Four months (Sept.-Dec. 2022) are part of FY2023. 4/12 of \$63,000 = \$20,979.</p> <p>Organizational members for 2023 are expected to decrease by 6.5% (33) from 2022 to 471. Total cash receipts: 471 X \$125 = \$58,875. Eight of the 12 months of 2023 are part of FY23 (Jan.-Aug.). Therefore, 8/12 (or .666) of the dues are recognized in FY23 (the rest or 4/12 [or .333] are deferred to FY24) 8/12 of \$58,875 = \$39,211.</p>		<b>\$58,384</b>	
5	4002	DUES/SPECIAL						\$0	Special Member Dues, based on 2021 actual		<b>\$0</b>	
6	4003	DUES/LIFE MEMBERS-CURREN	\$3,195	\$3,150	\$2,985	\$2,985	\$2,835	\$2,910	Life member dues revenues. In August 2023, life dues are expected to total \$2,764 which is a 2.5% decrease from FY21.		<b>\$2,764</b>	
7	4004	DUES/CNTNUNG MBRS & DIV	\$120	\$120	\$105	\$105	\$105	\$105	Continuing members dues revenues. In August 2023, continuing member dues are expected to total \$105 which no change from FY21.		<b>\$105</b>	
8	<b>TOTAL REVENUES</b>		<b>\$638,573</b>	<b>\$609,906</b>	<b>\$598,848</b>	<b>\$559,529</b>	<b>\$521,192</b>	<b>\$539,937</b>			<b>\$497,854</b>	
9												

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Membership FY2023 3200</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
10	5000	SALARIES & WAGES	\$47,110	\$57,764	\$59,484	\$76,878	\$39,298	\$54,779	Salaries calculated % of ACRL total salaries detailed in the salary matrix	\$52,368
11	5001	WAGES/TEMPORARY EMPLOYEES								
12	5002	OVERTIME WAGES								
13	5005	ATTRITION FACTOR					-\$11,450	\$0		\$0
14	5009	ACCRUED VACATION WAGES						\$0		\$0
15	5010	EMPLOYEE BENEFITS	\$14,395	\$17,329	\$18,303	\$23,944	\$12,871	\$18,551	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$16,758
16	5110	PROFESSIONAL SERVICES	\$43,429	\$54,740	\$24,222	\$10,113	\$9,613	\$2,000	Booth graphics refresh (\$2,500)	\$2,500
17	5122	BANK S/C	\$15,624	\$13,420	\$14,383	\$11,802	\$13,513	\$15,658	Bank service fees (2.9% of dues)	\$14,438
18	5130	LOBBYING / CONSULTING								
19	5302	MEAL FUNCTIONS	\$4,722	\$4,206	\$9,793			\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)	\$0
20	5350	PROGRAM ALLOCATION	\$20,352	\$37,605	\$37,594	-\$4,543	\$5,063	\$23,000	Strategic initiatives (\$10,000) Feathr marketing campaign for 2023 Conference (60/40 split with 3808 - \$12,000 x .40 = \$4,800) Three Emerging Leader sponsorships (\$1,000 x 3 = \$3,000) ALA Membership Booth (\$5,000)	\$22,800
21	5402	PRINTING-OUTSIDE	\$4,421	\$3,703	\$4,764	\$4,911	\$223	\$0		\$0
22	5410	MAIL SERVICE-OUTSIDE				\$240				
23	5430	WEB OPERATING EXPENSES	\$1,199	\$89	\$0	\$250	\$300	\$0		\$0
24	5500	SUPPLIES/OPERATING	\$1,238	\$6,298	\$1,228			\$500		\$500
25	5523	POSTAGE/E-MAIL						\$550	Postage (based on FY21 actual)	\$223
26	5530	DEPRECIATION F/E				\$524	\$224			
27	5599	MISC EXPENSE	\$2,944	\$2,377	\$2,153	\$1,791	\$520	\$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.	\$3,480
28	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
29	5901	IUT/CPU						\$0		\$0
30	5902	IUT/DATA PROC	\$360	\$405	\$405	\$270		\$405		\$0
31	5903	IUT/SUBS PROC						\$0		\$0
32	5904	TRANSFER TO/FROM ENDOWMENT			(125,000.00)	-\$157,096	0.00	(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.	(\$218,047)
33	5905	IUT/TELEPHONE						\$0	IUT-telephone (based on FY21 actual)	\$0
34	5906	IUT/ORDER BILLING						\$0		\$0
35	5908	IUT/MAINTENANCE						\$0		\$0
36	5909	IUT/DIST CTR	\$346	\$355	\$547	\$443		\$550	IUT-distribution (based on FY21 actual)	\$0
37	5910	IUT/REPRO CTR	\$784	\$159	\$576			\$580	IUT-reprographics (based on FY21 actual)	\$0
38	5912	IUT-Copyediting/Proofreading						\$0		\$0
39	5600	TAXES/INCOME								
40	<b>Expenses</b>		<b>\$156,923</b>	<b>\$198,449</b>	<b>\$48,452</b>	<b>-\$30,473</b>	<b>\$70,174</b>	<b>(\$14,040)</b>		<b>(\$104,980)</b>
41										
42	<b>Net</b>		<b>\$481,650</b>	<b>\$411,457</b>	<b>\$550,396</b>	<b>\$590,002</b>	<b>\$451,017</b>	<b>\$553,977</b>		<b>\$602,834</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Board/Exec. Cttee.</b>		<b>FY2023</b>		<b>3201</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	\$93,008	\$64,371	\$88,200	Salaries calculated at % of total ACRL salaries as shown in salary matrix.	\$77,719
7	5005	ATTRITION FACTOR					-\$18,755			
8	5010	EMPLOYEE BENEFITS	21,905	27,674	26,191	\$28,967	\$21,084	\$29,869	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$24,870
9	5011	LIFE INSURANCE								
10	5041	BLUE CROSS REFUND								
11	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
12	5110	PROFESSIONAL SERVICES	12,573	9,348	33,250	\$8,187	\$5,963	\$3,000	SPOS Facilitator \$3,000	\$3,000
13	5150	MESSENGER SERVICE	274	557	629			\$700	Shipping and hotel handling fee for Board documents to conference. Shipment to LLX and AC \$250 x 2 = \$500 1/3 of briefing book shipment.	\$700
14	5210	TRANSPORTATION	17,045	21,807	18,202	\$12,216		\$5,940	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.  <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.  <b>ASAE:</b> (ASAE training not available in FY23 -- will use training through ACLS) Air travel for Executive Director and President elect (removed, as PE and President covered by institution) to attend meeting. 1 ppl x \$700 (\$700 airfare + \$50 luggage fee) = \$750. Local transportation: 1 ppl x \$50 = \$50. Reimbursement for mileage and parking: 0 ppl x \$50 = \$50 (removed in FY23). Grand total = \$800 total.	\$18,950

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Board/Exec. Cttee.</b>		<b>FY2023</b>		<b>3201</b>					
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
15	5212	LODGING & MEALS	23,409	20,136	23,333	\$15,902		\$13,915	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.  <b>SPOS (Chicago):</b> 34 ppl @ 90 total room nights X \$215 = \$19,350  <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	<b>\$27,876</b>
16	5214	ENTERTAINMENT						\$0		<b>\$0</b>
17	5216	BUSINESS MEETINGS	1,990	1,990	2,429	\$0	\$498	\$2,095	Registration fees for ASAE symposium for president-elect and ED.	<b>\$2,650</b>
18	5219	UNALLOCATED AMERICAN EXPRESS						\$0		<b>\$0</b>
19	5300	FACILITIES RENT				\$750		\$0	SPOS facility rental. See line 5301.	<b>\$0</b>
20	5301	CONFERENCE EQUIPMENT RENTAL	6,823	4,353	2,050	\$2,780		\$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>
21	5302	MEAL FUNCTIONS	27,078	23,684	36,236	\$25,181		\$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. (Removed in FY23)	<b>\$29,722</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Board/Exec. Cttee. FY2023 3201</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
22									<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 (Removed in FY23) 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	
23	5303	EXHIBITS						\$0		\$0
24	5350	PROGRAM ALLOCATION	397		139		\$236	\$100	Board program expenses.	\$100
25	5402	PRINTING-OUTSIDE	263	162	170			\$333	Printing-outside- 1/3 share of \$700 ACRL Briefing Book	\$233
26	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE						\$0	Business cards for ACRL Presidents-\$100 (Removed for FY23)	\$0
27	5420	COPYRIGHT FEES					\$27	\$30	Board group photo	\$200
28	5430	WEB OPERATING EXPENSES	1,149	1,684	0			\$0	HBR article copyright fees for Board orientation packet. \$30	\$30
29	5031	STAFF DEVELOPMENT						\$0	Zoom license fees moved to 0000.	\$0
30	5500	SUPPLIES/OPERATING	1,185	1,173	850	\$997	\$404	\$1,200	Supplies for Leadership Council (\$200), five Board meetings, and gifts for departing Board members.	\$1,200
31	5501	EQUIPMENT & SOFTWARE/MINOR						\$0		\$0
32	5502	REFERENCE MATERIAL/PERIODICALS						\$0	Reference Materials	\$0
33	5522	TELEPHONE/FAX					\$35			
34	5530	DEPRECIATION F/E	310	310	579	\$634	\$366	\$0		\$0
35	5599	MISC EXPENSE	4,479	3,796	3,116	\$2,168	\$851	\$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.	\$5,164
36	5909	IUT/DIST CTR	9		68			\$68	IUT-Distribution	\$68
37	5910	IUT/REPRO CTR	2	3,253	21			\$100	IUT-Reprographics	\$100
38		<b>Expenses</b>	<b>190,578</b>	<b>212,181</b>	<b>232,282</b>	<b>\$190,825</b>	<b>\$75,044</b>	<b>\$176,922</b>		<b>\$203,082</b>
39										
40		<b>Net</b>	<b>(190,578)</b>	<b>(212,181)</b>	<b>(232,282)</b>	<b>-\$190,825</b>	<b>-\$75,044</b>	<b>(\$176,922)</b>		<b>(\$203,082)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Trends &amp; Statistics</b>		<b>FY2023</b>	<b>3202</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4003	DUES/LIFE MEMBERS-CURRENT						\$0		\$0
4	4004	DUES/CNTNUNG MBRS & DIV TRFR						\$0		\$0
5	4100	SALES/BOOKS	85,111	43,222	56,609	10,662	27,688	\$26,459		\$0
6	4600	ASSETS RELEASED FROM RESTRICTION						\$0		\$0
7	4601	RETURNS/CREDITS	(9,035)	(1,769)	(5,691)	(1,977)	(2,035)	(\$2,000)		\$0
8	4602	SALES/BOOKS-DISCOUNT	(863)	(41)				\$0		\$0
9	4101	SALES/PAMPHLETS						\$0		\$0
10								\$0		\$0
11	4103	SALES - ONLINE	52,333	75,385	72,188	77,876	79,847	\$168,577	ACRL Benchmark subscribers \$600 x 175 = \$105,000 \$540 x 175 = \$94,500 \$212.19 x 82 = \$17,407.78 \$241.66 x 24 = \$5,799.84 \$243.47 x 23 = \$5,599.81	\$228,299
12	4104	SALES/RENTL MAIL LISTS						\$0		\$0
13	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED						\$0		\$0
14	4400	DONATIONS/HONORARIA						\$0		\$0
15	4420	INT/DIV						\$0		\$0
16	4421	ROYALTIES	1,993	0	447		346	\$0		
17	4422	ENDOWMENT GAIN/LOSS-REALIZED								
18	<b>Revenues</b>		<b>129,540</b>	<b>116,797</b>	<b>123,554</b>	<b>86,561</b>	<b>105,847</b>	<b>\$193,036</b>		<b>\$228,299</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Trends &amp; Statistics</b>		<b>FY2023</b>	<b>3202</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
19										
20	5000	SALARIES & WAGES	10,417	12,173	14,535	28,089	70,247	\$35,638	Salaries @ % of ACRL salaries per salary matrix	\$71,054
21	5001	WAGES/TEMPORARY EMPLOYEES								
22	5002	OVERTIME WAGES								
23	5005	ATTRITION FACTOR					(20,467)			
24	5009	ACCRUED VACATION WAGES						\$0		\$0
25	5010	EMPLOYEE BENEFITS	3,183	3,652	4,477	8,748	23,008	\$12,069	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$22,737
26	5110	PROFESSIONAL SERVICES	84,500	51,000	54,500	7500	34577.4	\$70,491	Professional Services - Omeda subscription fulfillment (\$3,000); Survey Monkey (\$3,879); Proximo hosting and support (\$750/month standard plus \$1250/month ad hoc per month); Payback to PLA (\$21,500); Depreciation (\$21,000); Proximo improvements (facility survey) (\$35,000)	\$105,379
27	5120	LEGAL FEES						\$0		\$0
28	5121	AUDIT/TAX FEES						\$0		\$0
29	5122	BANK S/C	776	527	666	95	653	\$666	Bank service charge (based on FY19 actual)	\$0
30	5130	LOBBYING / CONSULTING								
31	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
32	5402	PRINTING-OUTSIDE	4,123	1,022	2,539		1,234	\$1,000	Outside printing -	\$0
33	5403	BINDING-OUTSIDE		21	0			\$0		\$0
34	5414	SUPPLIES/PRODUCTION						\$0		\$0
35	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		23	38			\$0	Pre-Press/Photographic (FY19 actual)	\$0
36	5416	ADVERTISING PRODUCTION COST						\$0		\$0
37	5420	COPYRIGHT FEES						\$0	Copyright fees (FY18 actual)	\$0
38	5430	WEB OPERATING EXPENSES	5,000		15,131		3,625	\$3,000	Web hosting (Azzure - \$2400)	\$2,400
39	5431	WEBINAR/WEBCASTS/WEB CE EXP						\$0		\$0
40	5432	PURCHASED INVENTORY						\$0		\$0
41	5433	ORDER PROCESSING/FULFILLMENT	4,016	4,448	7,108	1,888	3,822	\$7,755	Transaction fee (4.6% x line 4103)	\$10,502
42	5480	COST OF SALES	19,868	10,237	69,307	(330)	29,771	\$50,573	Cost of sales, calculated as 30% of sales (line 4103)	\$68,490
43	5490	INVENTORY ADJUSTMENT	(74,642)	(32,319)	(37,556)		(34,000)	(\$34,000)	Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420. Starting in FY23, no inventory adjustment due to no print publications.	\$0
44	5499	INVENTORY RESERVE ADJUSTMENT	4,794	1,488			934	934	Calculated as 2.4% of line 4103	\$5,479
45	5030	STAFF RECRUITMENT/RELOCATION								
46	5522	TELEPHONE/FAX						\$0		\$0
47	5523	POSTAGE/E-MAIL	1,878	173	250			\$0	Postage (print edition discontinued)	\$0
48	5530	DEPR/FURN & EQUIPMENT				191	400			\$0
49	5540	ROYALTY EXPENSE						\$0	No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units	\$0
50	5541	COLLECTION EXPENSE								
51	5543	BAD DEBT EXPENSE	1,100	1,211	0		(2,311)	\$1,930	Bad debt (1% of gross revenues)	\$2,283
52	5599	MISC EXPENSE	651	502	527	655	928.98	\$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.	\$4,721
53	5911	IUT/OVERHEAD	16,836	15,417	16,312	11,433	13,979	\$25,577	IUT-Overhead: 50 % ALA rate	\$30,250
54	5998	IUT/ALLOCATIONS						\$0		\$0
55	5600	TAXES/INCOME								
56	<b>Expenses</b>		<b>82,499</b>	<b>69,574</b>	<b>147,833</b>	<b>59,202</b>	<b>126,401</b>	<b>\$180,786</b>		<b>\$323,295</b>
57										
58	<b>Net</b>		<b>47,040</b>	<b>47,222</b>	<b>(24,280)</b>	<b>27,359</b>	<b>(20,553)</b>	<b>\$12,250</b>		<b>(\$94,996)</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Advisory Services</b>		<b>FY2023</b>		<b>3203</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4429	OVRHD-EXMPT REVENUE/DIVISIONS						\$0		\$0
4	4430	MISCELLANEOUS FEES	0					\$0		\$0
5	4490	MISCELLANEOUS REVENUE	82,350	27,050	33,490	\$73,975	\$43,000	\$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>\$73,975</b>	<b>\$43,000</b>	<b>\$52,000</b>		<b>\$82,000</b>
7										
8	5000	SALARIES & WAGES	39,653	50,047	15,582	\$32,217	\$10,029	\$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	\$19,400
9	5001	WAGES/TEMPORARY EMPLOYEES								
10	5002	OVERTIME WAGES								
11	5005	ATTRITION FACTOR					-\$2,922	\$0		\$0
12	5009	ACCRUED VACATION WAGES						\$0		\$0
13	5010	EMPLOYEE BENEFITS	12,114	15,013	4,800	\$10,034	\$3,285	\$6,727	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,208
14	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
15	5110	PROFESSIONAL SERVICES	43,500	26,825	34,255	\$41,928	\$35,347	\$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 adiuncts x \$3,000	\$35,000
16	5122	BANK S/C	0	103	16	\$522	\$328	\$100		\$100

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Advisory Services</b>		<b>FY2023</b>		<b>3203</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
17	5210	TRANSPORTATION	42	2,550	43	\$1,236		\$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).	\$1,500
18	5212	LODGING & MEALS	(894)	72	902	\$75		\$300	Lodging & Meals	\$300
19	5501	EQUIPMENT & SOFTWARE/MINOR						\$0		\$0
20	5502	REFERENCE MATERIAL/PERIODICALS						\$0	Reference material	\$0
21	5530	DEPRECIATION F/E				\$219	\$57			
22	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
23	5599	MISC EXPENSE	2,478	2,059	565	\$515	\$133	\$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.	\$1,289
24	5904	TRANSFER TO/FROM ENDOWMENT						\$0		\$0
25	5905	IUT/TELEPHONE						\$0	Telephone (based on last year's actual)	\$0
26	5906	IUT/ORDER BILLING						\$0		\$0
27	5908	IUT/MAINTENANCE						\$0		\$0
28	5909	IUT/DIST CTR	5					\$0	Postage(based on last year's actual)	\$0
29	5910	IUT/REPRO CTR	41					\$40	Copying (based on last year's actual)	\$40
30	5999	IUT/MISC						\$0		\$0
31	5911	IUT/OVERHEAD	10,870	3,571	4,437	\$9,802	\$5,698	\$6,890	IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490).	\$10,865
32	5998	IUT/ALLOCATIONS						\$0		\$0
33	5600	TAXES/INCOME								
34	<b>Expenses</b>		<b>107,809</b>	<b>100,239</b>	<b>60,600</b>	<b>\$96,548</b>	<b>\$51,954</b>	<b>\$60,958</b>		<b>\$74,702</b>
35										
36	<b>Net</b>		<b>(25,459)</b>	<b>(73,189)</b>	<b>(27,110)</b>	<b>-\$22,573</b>	<b>-\$8,954</b>	<b>(\$8,958)</b>		<b>\$7,298</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Standards Distribution</b>		<b>FY2023</b>		<b>3204</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	OVRHD-EXMPT REVENUE/DIVISIONS	1,802	2,204	1,299			\$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.	\$150
9	4430	MISCELLANEOUS FEES				204	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>204</b>	<b>0</b>	<b>\$250</b>		<b>\$150</b>
12										
13	5000	SALARIES & WAGES	5,421	7,585	2,082	735	319	\$7,347	Salaries % of ACRL total salaries listed in the salary matrix	\$387
14	5005	ATTRITION FACTOR					(93)			
15	5009	ACCRUED VACATION WAGES						\$0		\$0
16	5010	EMPLOYEE BENEFITS	1,657	2,276	641	229	105	\$2,488	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$124

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Standards Distribution</b>		<b>FY2023</b>		<b>3204</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
17	5121	AUDIT/TAX FEES						\$0		\$0
18	5122	BANK S/C	51	71	39	4		\$0		\$0
19	5130	LOBBYING / CONSULTING								
20	5140	EQUIP/FURN REPAIRS						\$0		\$0
21	5141	MAINTENANCE AGREEMENTS								
22	5150	MESSENGER SERVICE		23	66			\$37	Books now sent through USPS through Distribution Center, expenses in 5909	\$0
23	5216	BUSINESS MEETINGS						\$0		\$0
24	5350	PROGRAM ALLOCATION						\$0		\$0
25	5400	EDITORIAL/PROOFREADING/OUTSIDE		102				\$0		\$0
26	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
27	5402	PRINTING-OUTSIDE	2,533	4,580	5,522			\$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
28	5522	TELEPHONE/FAX						\$0		\$0
29	5523	POSTAGE/E-MAIL	60	140				\$0	Mailing of booklets now in 5909.	\$0
30	5525	UTILITIES						\$0		\$0
31	5530	DEPRECIATION F/E	23	25	14	5	2	\$0		\$0
32	5531	DEPRECIATION BUILDING						\$0		\$0
33	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
34	5599	MISC EXPENSE	339	312	75	11	4	\$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
35	5908	IUT/MAINTENANCE						\$0		\$0
36	5909	IUT/DIST CTR	106	180	153	69	11	\$50	IUT-Distribution (UPS or USPS mailing of booklets, based on FY20, FY21 actual and historical).	\$40
37	5910	IUT/REPRO CTR						\$0	IUT - Reprographics (printing expenses in 5402, using local printers for regional workshops). Don't expect expenses in this line in FY23.	\$0
38	5912	IUT-Copyediting/Proofreading						\$0		\$0
39	5999	IUT/MISC						\$0	IUT-Misc.	\$0
40	<b>Expenses</b>		<b>10,190</b>	<b>15,293</b>	<b>8,592</b>	<b>1,053</b>	<b>348</b>	<b>\$10,593</b>		<b>\$827</b>
41										
42	<b>Net</b>		<b>(8,388)</b>	<b>(12,589)</b>	<b>(7,128)</b>	<b>(849)</b>	<b>(348)</b>	<b>(\$10,343)</b>		<b>(\$677)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Awards</b>		<b>FY2023 3206</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4400	DONATIONS/HONORARIA	11,500	13,250	16,250	8,336	13,600	\$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 SCEL C 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	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 3206</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
5	4430	MISCELLANEOUS FEES						\$0		\$0
6	4490	MISCELLANEOUS REVENUE	4,800	4,200	0	4,700	2,300	\$0		\$0
7	<b>Revenues</b>		<b>16,300</b>	<b>17,450</b>	<b>20,750</b>	<b>13,036</b>	<b>15,900</b>	<b>\$0</b>		<b>\$22,400</b>
8										
9	5000	SALARIES & WAGES	15,576	22,820	24,676	20,244	22,892	\$23,136	Salaries % of ACRL total salaries listed in the salary matrix	\$17,853
10	5005	ATTRITION FACTOR					(6,670)			
11	5010	EMPLOYEE BENEFITS	4,759	6,846	7,602	6,305	7,498	\$7,835	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,713
12	5122	BANK S/C		192	248			\$0		\$0
13	5150	MESSENGER SERVICE	49	159	14			\$0		\$0
14	5151	DUPLICATION/OUTSIDE								
15	5210	TRANSPORTATION	662		9			\$0		\$0
16	5212	LODGING & MEALS	874					\$0		\$0
17	5304	SPEAKER/GUEST EXPENSE						\$0		\$0
18	5305	SPEAKER/GUEST HONORARIUM						\$0		\$0
19	5306	AWARDS	11,674	13,054	14,350	14,001	13,974	\$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</b>									
	<b>FY2023 3206</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
21	5350	PROGRAM ALLOCATION	3,464	3,383	1,139			\$0	Travel funds for ACRL officers to attend Excellence Award ceremonies on recipients' campuses.	\$3,000
22	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
23	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
24	5402	PRINTING-OUTSIDE						\$0		\$0
25	5522	TELEPHONE/FAX						\$0		\$0
26	5523	POSTAGE/E-MAIL						\$0		\$0
27	5525	UTILITIES						\$0		\$0
28	5530	DEPRECIATION F/E	67	76	168	138	130	\$0		\$0
29	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
30	5599	MISC EXPENSE	973	939	894	324	303	\$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.	\$1,186
31	5903	IUT/SUBS PROC						\$0		\$0
32	5904	TRANSFER TO/FROM ENDOWMENT			(500)		(500)	\$0		\$0
33	5905	IUT/TELEPHONE						\$0	IUT-Telephone	\$0
34	5906	IUT/ORDER BILLING						\$0		\$0
35	5908	IUT/MAINTENANCE						\$0		\$0
36	5909	IUT/DIST CTR	65	101	76	26		\$150		\$100
37	5910	IUT/REPRO CTR						\$0		\$0
38	5942	IUT/ADVERTISING						\$0		\$0
39	5999	IUT/MISC						\$0	IUT-Misc.	\$0
40	5911	IUT/OVERHEAD			0			\$0		\$0
41	5998	IUT/ALLOCATIONS						\$0		\$0
42	5600	TAXES/INCOME								
43	<b>Expenses</b>		<b>38,163</b>	<b>47,571</b>	<b>48,676</b>	<b>41,038</b>	<b>37,628</b>	<b>\$32,446</b>		<b>\$44,052</b>
44										
45	<b>Net</b>		<b>(21,863)</b>	<b>(30,121)</b>	<b>(27,926)</b>	<b>(28,002)</b>	<b>(21,728)</b>	<b>(\$32,446)</b>		<b>(\$21,652)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Chapters</b>		<b>FY2023</b>		<b>3207</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	11,341	8,599	\$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.	\$9,521
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES						\$0		\$0
10	5005	ATTRITION FACTOR					(2,505)	\$0		\$0
11	5009	ACCRUED VACATION WAGES						\$0		\$0
12	5010	EMPLOYEE BENEFITS	1,155	4,416	2,868	\$3,532	2,816	\$3,801	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,047
13	5141	MAINTENANCE AGREEMENTS								
14	5150	MESSENGER SERVICE						\$0	Messenger Service	\$0
15	5151	DUPLICATION/OUTSIDE						\$0		\$0
16	5210	TRANSPORTATION	228	3,299	2,494	991		\$1,200	Travel for ACRL officer speakers \$400 per event; 3 visits for FY22.	\$1,200
17	5212	LODGING & MEALS	1,247	522	714			\$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.	\$780
18	5214	ENTERTAINMENT						\$0		\$0
19	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR						\$0		\$0
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
21	5350	PROGRAM ALLOCATION	3,683	3,816	2,823	1,141	285	\$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.	\$4,500



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Chapters</b>		<b>FY2023</b>		<b>3207</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
22	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
23	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
24	5402	PRINTING-OUTSIDE						\$0	Printing outside	\$0
25	5403	BINDING-OUTSIDE						\$0		\$0
26	5031	STAFF DEVELOPMENT						\$0		\$0
27	5500	SUPPLIES/OPERATING						\$0	Supplies (Chapters Council)	\$0
28	5501	EQUIPMENT & SOFTWARE/MINOR						\$0		\$0
29	5502	REFERENCE MATERIAL/PERIODICALS						\$0		\$0
30	5510	INSURANCE						\$0		\$0
31	5520	EQUIPMENT RENTAL/LEASE						\$0		\$0
32	5521	SPACE RENT						\$0		\$0
33	5522	TELEPHONE/FAX						\$0	Reimbursed phone/fax (Chapters Council)	\$0
34	5523	POSTAGE/E-MAIL						\$0	Postage	\$0
35	5525	UTILITIES						\$0		\$0
36	5530	DEPRECIATION F/E	16	49	63	77	49	\$0		\$0
37	5531	DEPRECIATION BUILDING						\$0		\$0
38	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
39	5599	MISC EXPENSE	236	605	337	182	114	\$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.	\$633
40	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
41	5905	IUT/TELEPHONE						\$0	IUT-Telephone	\$0
42	5906	IUT/ORDER BILLING						\$0		\$0
43	5908	IUT/MAINTENANCE						\$0		\$0
44	5909	IUT/DIST CTR	76	115	27	23		\$125	IUT-Distribution	\$125
45	5910	IUT/REPRO CTR						\$0	IUT-Reprographics (based on FY2018 actual)	\$0
46	5998	IUT/ALLOCATIONS						\$0		\$0
47	5600	TAXES/INCOME								
48		<b>Expenses</b>	<b>10,417</b>	<b>27,541</b>	<b>18,636</b>	<b>17,287</b>	<b>9,357</b>	<b>\$22,272</b>		<b>\$19,806</b>
49										
50		<b>Net</b>	<b>(10,417)</b>	<b>(27,541)</b>	<b>(18,636)</b>	<b>(17,287)</b>	<b>(9,357)</b>	<b>(\$22,272)</b>		<b>(\$19,806)</b>

	A	B	C	D	E	F	G	H	I	J	
1	<b>ACRL Committees &amp; Interest Groups</b>		<b>FY2023</b>	<b>3250</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>	
3	4000	DUES/PERSONAL					-74				
4	4400	DONATIONS/HONORARIA	1,000								
5	4430	MISCELLANEOUS FEES									
6	4490	MISCELLANEOUS REVENUE									
7	<b>Revenues</b>		<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(74)</b>	<b>\$0</b>		<b>\$0</b>	
8											
9	5000	SALARIES & WAGES	71,085	109,859	97,264	100,471	90,153	\$95,581	Salaries % of ACRL total salaries listed in salary matrix	\$96,405	
10	5005	ATTRITION FACTOR					(26,267)				
11	5010	EMPLOYEE BENEFITS	21,722	32,956	29,963	\$31,292	29,528	\$32,369	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,850	
12	5110	PROFESSIONAL SERVICES				\$3,313	3,313				
13	5122	BANK S/C	29					\$0		\$0	
14	5150	MESSANGER SERVICE	57					\$55	Messenger Service - share of Briefing Book shipping	\$55	
15	5302	MEAL FUNCTIONS	4,722	4,206	2,469			\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)	\$0	
16	5350	PROGRAM ALLOCATION	1,455					\$600	Division-level committees are entitled to up to \$150 each, but this line is budgeted based on historical actual requests.	\$600	
17	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0	
18	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0	
19	5402	PRINTING-OUTSIDE	151	162	155	25		\$233	Outside printing - (share of \$700 ACRL Briefing Book)	\$233	
20	5420	COPYRIGHT FEES						\$0		\$0	
21	5430	WEB OPERATING EXPENSES	1,149	1,682				\$0	Zoom license fees moved to 0000.	\$0	
22	5500	SUPPLIES/OPERATING	310					\$100		\$100	
23	5530	DEPRECIATION F/E	307	368	663	685	513	\$0		\$0	
24	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0	
25	5599	MISC EXPENSE	4,442	4,519	3,525	1,607	1,192	\$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.	\$6,406	
26	5908	IUT/MAINTENANCE						\$0		\$0	
27	5909	IUT/DIST CTR	4					\$0	IUT- Distribution	\$0	
28	5910	IUT/REPRO CTR			91			\$0	IUT-Reprographics	\$0	
29	<b>Expenses</b>		<b>105,432</b>	<b>153,752</b>	<b>134,130</b>	<b>137,392</b>	<b>98,431</b>	<b>\$135,661</b>		<b>0</b>	
30											
31	<b>Net</b>		<b>(104,432)</b>	<b>(153,752)</b>	<b>(134,130)</b>	<b>(137,392)</b>	<b>(98,505)</b>	<b>(\$135,661)</b>		<b>0</b>	

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Sections</b>		<b>FY2023</b>		<b>3275</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4000	DUES/PERSONAL				-34.17	-15.83			
4	4142	ADVERTISING/CLASSIFIED						\$0		\$0
5	4200	REGISTRATION FEES		3,550				\$0		\$0
6	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED						\$0		\$0
7	4400	DONATIONS/HONORARIA	2,500			(139)		\$0		\$0
8	4420	INT/DIV						\$0		\$0
9	4490	MISCELLANEOUS REVENUE						\$0		\$0
10	<b>Revenues</b>		<b>2,500</b>	<b>3,550</b>	<b>0</b>	<b>(173)</b>	<b>(16)</b>	<b>\$0</b>		<b>\$0</b>
11										
12	5000	SALARIES & WAGES	47,612	69,323	66,426	80,521	54,610	\$67,169	Salaries calculated at % of total ACRL salaries per time study.	\$65,460
13	5005	ATTRITION FACTOR					(15,911)			
14	5009	ACCRUED VACATION WAGES						\$0		\$0
15	5010	EMPLOYEE BENEFITS	14,549	20,796	20,463	25,078	17,887	\$22,747	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$20,947
16	5110	PROFESSIONAL SERVICES					3,313			
17	5121	AUDIT/TAX FEES						\$0		\$0
18	5122	BANK S/C	71			(1)		\$0	Bank service fee.	\$0
19	5130	LOBBYING / CONSULTING								
20	5150	MESSENGER SERVICE		21				\$0		\$0
21	5212	LODGING & MEALS		200				\$0		\$0
22	5301	CONFERENCE EQUIPMENT RENTAL						\$0		\$0
23	5302	MEAL FUNCTIONS	4,722	4,206	2,469			\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)	\$0
24	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
25	5350	PROGRAM ALLOCATION	22,966	28,377	25,069	22,722	26,500	\$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
26	5402	PRINTING-OUTSIDE		236				\$0		\$0
27	5430	WEB OPERATING EXPENSES	1,149	1,681				\$0	Zoom license fees moved to 0000.	\$0
28	5031	STAFF DEVELOPMENT						\$0		\$0
29	5500	SUPPLIES/OPERATING	55	0				\$0		\$0
30	5530	DEPRECIATION F/E	206	232	453	549	311	\$0		\$0
31	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
32	5599	MISC EXPENSE	2,975	2,851	2,407	1,288	722	\$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.	\$4,350
33	5909	IUT/DIST CTR	4	4	6	20		\$15	IUT-Distribution	\$15
34	5942	IUT/ADVERTISING						\$0	IUT-Advertising	\$0
35	5999	IUT/MISC						\$0		\$0
36	5911	IUT/OVERHEAD		937				\$0		\$0
37	5998	IUT/ALLOCATIONS						\$0		\$0
38	5600	TAXES/INCOME						\$0		\$0
39	<b>Expenses</b>		<b>94,308</b>	<b>128,865</b>	<b>117,292</b>	<b>130,178</b>	<b>87,430</b>	<b>\$144,470</b>		<b>\$140,215</b>
40										
41	<b>Net</b>		<b>(91,808)</b>	<b>(125,315)</b>	<b>(117,292)</b>	<b>(130,351)</b>	<b>(87,446)</b>	<b>(\$144,470)</b>		<b>(\$140,215)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL</b>		<b>FY2023</b>		<b>3300</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4140	ADVERTISING/GROSS						\$0	Print ceased in FY14, so no print ad revenue in FY22	\$0
4	4143	ADVERTISING/ON-LINE	13,365	0				\$0	Advertising sales estimated from online sales per Choice estimate (advertising moved to 4429)	\$0
5	4610	COMMISSION/LINE ADV		(34)	(299)	(506)	(504)	(\$675)	Advertising representatives' commissions, 3% of online sales. FY23 budgeted online sales \$15,000	(\$675)
6	4611	COMMISSION/SALES REP	(596)	(225)	19			\$0	Advertising representatives' commissions, not applicable	\$0
7	4420	INT/DIV						\$0		\$0
8	4421	ROYALTIES	8,374	7,517	7,035	7,256	5,083	\$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	12,380	9,050	\$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.	\$16,500
10	4430	MISCELLANEOUS FEES						\$0		\$0
11	4490	MISCELLANEOUS REVENUE						\$0		\$0
12	<b>Revenues</b>		<b>21,142</b>	<b>14,758</b>	<b>16,054</b>	<b>19,131</b>	<b>13,630</b>	<b>\$19,325</b>		<b>\$20,325</b>
13										
14	5000	SALARIES & WAGES	14,922	19,141	16,684	20,332	17,787	\$18,544	Salaries calculated at % of total ACRL salaries listed in salary matrix.	\$21,423
15	5002	OVERTIME WAGES					14			
16	5005	ATTRITION FACTOR					(5,148)			
17	5009	ACCRUED VACATION WAGES						\$0		\$0
18	5010	EMPLOYEE BENEFITS	4,559	5,742	5,219	6,332	5,828	\$6,280	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,855
19	5110	PROFESSIONAL SERVICES	10,200	9,554	9,288	9,550	9,250	\$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
20	5122	BANK S/C		14	361	56	27	\$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</b>		<b>FY2023</b>	<b>3300</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>	
21	5150	MESSENGER SERVICE	116					\$100	Messenger service, no expenses for this line in FY20 or FY21 actual	\$0	
22	5151	DUPLICATION/OUTSIDE						\$0		\$0	
23	5210	TRANSPORTATION						\$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	
24	5305	SPEAKER/GUEST HONORARIUM						\$0	Honorarium, stipend for editor (\$1,500 Honorarium transferred to professional services at request of editor)	\$0	
25	5350	PROGRAM ALLOCATION						\$0		\$0	
26	5400	EDITORIAL/PROOFREADING/OUTSIDE	4,750	5,350	5,250	5,400	6,850	\$5,250	Editorial/Proofread; 35 hr/issue x\$25/hr.x 7 issues	\$6,125	
27	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	Typesetting	\$0	
28	5402	PRINTING-OUTSIDE						\$0	Outside printing. No printing after Nov. 2013.	\$0	
29	5403	BINDING-OUTSIDE						\$0	NA	\$0	
30	5404	DESIGN SERVICE-OUTSIDE						\$0		\$0	
31	5406	REVIEW SERVICE						\$0		\$0	
32	5410	MAIL SERVICE-OUTSIDE						\$0	Mail service--outside. Includes handling. No mailing after Nov. 2013.	\$0	
33	5430	WEB OPERATING EXPENSES	18,850	6,996	4,662	5,969	7,514	\$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	
34	5501	EQUIPMENT & SOFTWARE/MINOR	4,830					\$0	"Editorial Assistant" (peer-review software) - moved from previous system to OJS in June 2017, no additional cost for using OJS system	\$0	
35	5525	UTILITIES						\$0		\$0	
36	5530	DEPRECIATION F/E	65	64	114	139	101	\$0		\$0	
37	5543	BAD DEBT EXPENSE	0					\$0	Bad debt, @ 1% sales (4103+4109+4140)	\$0	
38	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0	
39	5599	MISC EXPENSE	932	787	605	325	234	\$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.	\$1,424	
40	5909	IUT/DIST CTR		32				\$25	IUT-Distribution	\$25	
41	5910	IUT/REPRO CTR						\$0	IUT-Reprographics	\$0	
42	5942	IUT/ADVERTISING	6,373	5,672	6,081	6,480	4,256	\$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	
43	5999	IUT/MISC						\$0		\$0	
44	5911	IUT/OVERHEAD	0					\$0	IUT-Overhead: 50 % ALA rate on (4103+4601+4109+4110)	\$0	
45	5998	IUT/ALLOCATIONS						\$300		\$300	
46	5600	TAXES/INCOME	0	0	0			\$240	Unrelated Business Income Tax (UBIT), 3% of gross advertising revenue (4429). Remvoed taxes per ALA instructions in FY23.	\$0	
47	<b>Expenses</b>		<b>65,598</b>	<b>53,352</b>	<b>48,263</b>	<b>54,583</b>	<b>46,712</b>	<b>\$50,678</b>		<b>\$59,892</b>	
48											
49	<b>Net</b>		<b>(44,455)</b>	<b>(38,594)</b>	<b>(32,209)</b>	<b>(35,453)</b>	<b>(33,082)</b>	<b>(\$31,353)</b>		<b>(\$39,567)</b>	

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL News</b>		<b>FY2023</b>		<b>3302</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4601	RETURNS/CREDITS						\$0	Returns/Credits - based on historical	\$0
4	4109	SALES/MISC	54			522		\$25	Sales of back issues (based on fy21 actual and historical)	\$25
5	4110	SUBSCRIPTIONS	16,216	16,094	13,992	13,904	9,721	\$4,312	Subscriptions (News became an online only publication in January 2022)	\$0
6	4140	ADVERTISING/GROSS	112,795	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	89,300	86,400	\$90,000	Online advertising revenue based on Choice estimate of sponsorships of ACRL Update e-newsletter, Keeping Up With newsletter, ACRL Delivers eblasts	\$105,000
8	4610	COMMISSION/LINE ADV	(3,234)	(1,371)	(3,823)	(4,802)	(5,211)	(\$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)	(3,216)	(1,951)	(\$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	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
11	4142	ADVERTISING/CLASSIFIED	433,651	415,063	408,078	283,475	282,130	\$340,000	Classified ad revenue - share of JobLIST ad sales (based on FY21 actual and future projcted trends)	\$420,000
12	4420	INT/DIV						\$0		\$0
13	4421	ROYALTIES	1,459	1,572	1,493	1,971	1,568	\$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	OVHRD-EXMPT REVENUE/DIVISIONS		78,760	110,930	83,576	50,800	\$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.	\$16,500
17	4430	MISCELLANEOUS FEES						\$0		\$0
18	4490	MISCELLANEOUS REVENUE						\$0		\$0
19	<b>Revenues</b>		<b>648,554</b>	<b>569,964</b>	<b>613,958</b>	<b>464,730</b>	<b>423,458</b>	<b>\$460,437</b>		<b>\$537,725</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL News</b>		<b>FY2023</b>		<b>3302</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
20										
21	5000	SALARIES & WAGES	134,600	180,643	162,848	172,768	176,048	\$175,034	Salaries calculated at % of total ACRL salaries listed in salary matrix	<b>\$182,098</b>
22	5001	WAGES/TEMPORARY EMPLOYEES								
23	5002	OVERTIME WAGES					28			
24	5005	ATTRITION FACTOR					(51,226)	\$0		<b>\$0</b>
25	5009	ACCRUED VACATION WAGES						\$0		<b>\$0</b>
26	5010	EMPLOYEE BENEFITS	41,130	54,189	52,682	53,810	57,665	\$59,276	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$58,271</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		<b>\$0</b>
30	5121	AUDIT/TAX FEES						\$0		<b>\$0</b>
31	5122	BANK S/C	2,873	3,694	1,271	957	162	\$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		<b>\$0</b>
34	5141	MAINTENANCE AGREEMENTS								
35	5150	MESSENGER SERVICE	3,309	4,406	3,898	2,986	1,048	\$1,417	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
36	5151	DUPLICATION/OUTSIDE								
37	5210	TRANSPORTATION						\$0		<b>\$0</b>
38	5350	PROGRAM ALLOCATION						\$0		<b>\$0</b>
39	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0	Proofreading as needed (based on historical trends)	<b>\$0</b>
40	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	No longer a charge item.	<b>\$0</b>
41	5402	PRINTING-OUTSIDE	77,431	97,896	101,919	100,831	81,267	\$43,200	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
42	5403	BINDING-OUTSIDE	20					\$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	1,350	1,800	\$1,650	Design work for cover (\$150/issue)	<b>\$1,650</b>
44	5406	REVIEW SERVICE						\$0		<b>\$0</b>
45	5410	MAIL SERVICE-OUTSIDE	11,861	12,184	12,318	12,874	10,406	\$4,925	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
46	5411	ADVERTISING/SPACE						\$0		<b>\$0</b>
47	5412	ADVERTISING/DIRECT	709	2,888	314			\$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	Mail List Rental - No longer used.	<b>\$0</b>
49	5414	SUPPLIES/PRODUCTION						\$0	Supplies/Production	<b>\$0</b>
50	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	2,557	2,640	3,541	2,888	1,422	\$1,280	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
51	5416	ADVERTISING PRODUCTION COST						\$0		<b>\$0</b>
52	5420	COPYRIGHT FEES						\$0	Copyright fee (based on historical)	<b>\$0</b>
53	5430	WEB OPERATING EXPENSES	56,368	19,206	35,878	13,703	16,072	\$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		<b>\$0</b>
55	5432	PURCHASED INVENTORY						\$0		<b>\$0</b>
56	5433	ORDER PROCESSING/FULFILLMENT	1,558	1,390	1,075	1,592	749	\$1,500	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
57	5031	STAFF DEVELOPMENT						\$0		<b>\$0</b>
58	5500	SUPPLIES/OPERATING						\$0	Supplies, based on FY19 actual and historical	<b>\$0</b>
59	5501	EQUIPMENT & SOFTWARE/MINOR						\$0	Haven't used since prior to FY15	<b>\$0</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL News</b>		<b>FY2023</b>		<b>3302</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
60	5502	REFERENCE MATERIAL/PERIODICALS			50			\$0	Magazine subscriptions, editorial-related books for editor and assistant editors. Zeroed out in FY21.	\$0
61	5510	INSURANCE						\$0		\$0
62	5520	EQUIPMENT RENTAL/LEASE						\$0		\$0
63	5521	SPACE RENT						\$0		\$0
64	5522	TELEPHONE/FAX	48	40	39	22	12	\$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	48,679	37,704	\$19,284	C&RL News became an online-only publication with the January 2022 issue	\$0
66	5525	UTILITIES						\$0		\$0
67	5530	DEPRECIATION F/E	582	605	1,110	1,174	1,000	\$536	Depreciation	\$536
68	5531	DEPRECIATION BUILDING						\$0		\$0
69	5541	COLLECTION EXPENSE								
70	5543	BAD DEBT EXPENSE	5,524	4,951	5,060		(15,535)	\$261	Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads	\$261
71	5544	INTEREST EXPENSE						\$0		\$0
72	5545	TAXES/PROPERTY						\$0		\$0
73	5550	PROMOTION						\$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	2,767	2,325	\$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.	\$12,100
76	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
77	5901	IUT/CPU						\$0		\$0
78	5902	IUT/DATA PROC						\$0	This item moved to project 3200 in FY12 per MJP.	\$0
79	5903	IUT/SUBS PROC	2,660					\$0	No longer a charge item.	\$0
80	5904	TRANSFER TO/FROM ENDOWMENT						\$0		\$0
81	5905	IUT/TELEPHONE						\$0	IUT-Telephone – Based on historical	\$0
82	5906	IUT/ORDER BILLING						\$0		\$0
83	5908	IUT/MAINTENANCE						\$0		\$0
84	5909	IUT/DIST CTR	14	6	18	7	76	\$20	IUT-Distribution – Based on FY21 actual	\$75
85	5910	IUT/REPRO CTR	18	18	71			\$50	IUT-Reprographics – Based on FY21 actual + historical	\$0
86	5912	IUT-Copyediting/Proofreading						\$0		\$0
87	5913	IUT-Composition/Alteration						\$0		\$0
88	5940	IUT/REGISTRATION PROCESSING						\$0		\$0
89	5941	IUT/CHOICE						\$0		\$0
90	5942	IUT/ADVERTISING	12,747	11,345	12,161	12,605	8,512	\$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
92	5911	IUT/OVERHEAD	2,148	2,124	67,611	51,325	50,118	\$57,030	IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate	\$69,059
93	5998	IUT/ALLOCATIONS						\$0		\$0
94	5600	TAXES/INCOME	(24,319)	0	0			\$11,244	Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4429, 4142, 4143. Remvoed taxes per ALA instructions in FY23.	\$0
95	<b>Expenses</b>		<b>429,039</b>	<b>487,139</b>	<b>550,606</b>	<b>512,337</b>	<b>411,652</b>	<b>\$438,669</b>		<b>\$384,990</b>
96										
97	<b>Net</b>		<b>219,515</b>	<b>82,825</b>	<b>63,352</b>	<b>(47,606)</b>	<b>11,806</b>	<b>\$21,768</b>		<b>\$152,735</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL RBM</b>		<b>FY2023</b>		<b>3303</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4601	RETURNS/CREDITS						(\$3)	Returns @ 5% of line 4109	(\$3)
4	4108	SALES/ALA STORE						\$0		\$0
5	4109	SALES/MISC	402	52			67	\$50	Sales of back issues (based on FY21 actual and historical) One-third (Sept.-Dec.) deferred from FY22: \$4,330	\$50
6	4110	SUBSCRIPTIONS	17,914	11,727	17,725	15,828	18,847	\$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	8,410	6,870	\$8,000	Per Choice projections.	\$5,000
8	4143	ADVERTISING/ON-LINE	5,430	2,350	2,260	1,940	1,880	\$1,500	Per Choice projections.	\$1,000
9	4610	COMMISSION/LINE ADV		(39)	(68)	(87)	(105)	(\$68)	Advertising representatives' commissions, 3% of net advertising revenue shown in 4143	(\$30)
10	4611	COMMISSION/SALES REP	(256)	(277)	(298)	(388)	(309)	(\$360)	Advertising representatives' commissions, 3% of net advertising revenue (4140-4612)	(\$180)
11	4612	COMMISSION/ADVERTISING AGENCY						\$0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
12	4142	ADVERTISING/CLASSIFIED						\$0		\$0
13	4420	INT/DIV						\$0		\$0
14	4421	ROYALTIES	2,731	1,088	321	1,662	210	\$1,000	Royalties – aggregators (based on average of FY19,20,21 plus historical trends.)	\$750
15	4430	MISCELLANEOUS FEES						\$0		\$0
16	4490	MISCELLANEOUS REVENUE						\$0		\$0
17	<b>Revenues</b>		<b>34,661</b>	<b>22,871</b>	<b>29,870</b>	<b>27,365</b>	<b>27,460</b>	<b>\$23,756</b>		<b>\$17,598</b>
18										
19	5000	SALARIES & WAGES	3,916	4,409	2,552	4,407	3,095	\$4,270	Salaries: % of ACRL total salaries listed in salary matrix	\$3,703
20	5002	OVERTIME WAGES					5			
21	5005	ATTRITION FACTOR					(890)			
22	5010	EMPLOYEE BENEFITS	1,197	1,323	892	1,373	1,014	\$1,446	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,185
23	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
24	5110	PROFESSIONAL SERVICES	800	800	800	800		\$800	Editor Stipend	\$800
25	5120	LEGAL FEES						\$0		\$0
26	5121	AUDIT/TAX FEES						\$0		\$0
27	5122	BANK S/C	370	219	363	251	133	\$0		\$0
28	5150	MESSENGER SERVICE	37	48	52	28		\$50	Based on FY21 actual and historical.	\$30
29	5151	DUPLICATION/OUTSIDE								
30	5400	EDITORIAL/PROOFREADING/OUTSIDE	750	750	675	625	825	\$800	Editorial/Proofreading (\$400 per issue) 10 hrs x \$40	\$800
31	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
32	5402	PRINTING-OUTSIDE	3,595	3,195	3,018	2,985	3,082	\$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
33	5403	BINDING-OUTSIDE	39	21				\$0		\$0
34	5404	DESIGN SERVICE-OUTSIDE						\$0		\$0
35	5406	REVIEW SERVICE						\$0		\$0
36	5410	MAIL SERVICE-OUTSIDE	788	665	654	656	645	\$890	Mail handling of 2 issues of magazine (\$50 ea.) + list preparation @ 275 ea. And \$240 for subscription handling.	\$890
37	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	381	371	260	155	31	\$350	Pre-press/photographic work @ \$185/issue	\$350

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL RBM</b>		<b>FY2023</b>		<b>3303</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
38	5416	ADVERTISING PRODUCTION COST						\$0		\$0
39	5420	COPYRIGHT FEES						\$0	Copyright	\$0
40	5430	WEB OPERATING EXPENSES	8,475	2,201	2,182	2,922	2,778	\$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
41	5431	WEBINAR/WEBCASTS/WEB CE EXP						\$0		\$0
42	5432	PURCHASED INVENTORY						\$0		\$0
43	5433	ORDER PROCESSING/FULFILLMENT	2,017	785	696	924	579	\$1,000	Subscription processing fees from outside supplier	\$1,000
44	5480	COST OF SALES						\$0		\$0
45	5500	SUPPLIES/OPERATING						\$0		\$0
46	5501	EQUIPMENT & SOFTWARE/MINOR						\$0	"Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15	\$0
47	5522	TELEPHONE/FAX	6	28	10	8		\$35	Support for subscription processing	\$35
48	5523	POSTAGE/E-MAIL	1,510	1,369	1,270	1,045	1,911	\$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
49	5525	UTILITIES						\$0		\$0
50	5530	DEPRECIATION F/E	17	15	17	30	17	\$0		\$0
51	5531	DEPRECIATION BUILDING						\$0		\$0
52	5541	COLLECTION EXPENSE						\$0		\$0
53	5543	BAD DEBT EXPENSE	102	102	103	0	(307)	\$86	Bad debt @ 1% of revenue on lines 4109 and 4140	\$86
54	5599	MISC EXPENSE	245	181	93	70.62	40.41	\$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.	\$246
55	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
56	5901	IUT/CPU						\$0		\$0
57	5902	IUT/DATA PROC						\$0		\$0
58	5903	IUT/SUBS PROC	2,014					\$0	Subscription services fees, moved to lines 5433, 5522,5430, and 5410	\$0
59	5909	IUT/DIST CTR		8				\$25	IUT-Distribution (includes some back issues)	\$25
60	5910	IUT/REPRO CTR						\$0	IUT-Reprographics	\$0
61	5941	IUT/CHOICE						\$0		\$0
62	5942	IUT/ADVERTISING	2,124	1,891	2,027	2,160	1,419	\$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
63	5999	IUT/MISC						\$0		\$0
64	5911	IUT/OVERHEAD	4,575	3,019	3,958	3,626	3,639	\$3,148	IUT-Overhead: 50% of ALA OH rate x Total Revenues	\$2,332
65	5998	IUT/ALLOCATIONS						\$0		\$0
66	5600	TAXES/INCOME	(215)	0	0			\$285	Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143. Remvoed taxes per ALA instructions in FY23.	\$0
67	<b>Expenses</b>		<b>32,744</b>	<b>21,400</b>	<b>19,622</b>	<b>22,066</b>	<b>18,017</b>	<b>\$21,583</b>		<b>\$21,046</b>
68										
69	<b>Net</b>		<b>1,917</b>	<b>1,471</b>	<b>10,249</b>	<b>5,299</b>	<b>9,444</b>	<b>\$2,173</b>		<b>(\$3,448)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Web CE</b>		<b>FY2023</b>		<b>3340</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4103	SALES - ONLINE	81,545	102,650	22,255		37,418	\$24,375	15% of sponsored webinar revenue to cost-share with CHOICE. (Percentage was 40% in FY17, currently splitting 85/15 CHOICE/ACRL)	\$24,375
4	4104	SALES/RENTL MAIL LISTS						\$0		\$0
5	4105	SALES/WEBINARS/WEBCASTS/WEB CE	41,121	19,720	81,890	86,275	61,570	\$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	\$40,610
6	4109	SALES/MISC								
7	4140	ADVERTISING/GROSS						\$0	CHOICE sponsored revenue recognized in 4103	\$0
8	4143	ADVERTISING/ON-LINE						\$0		\$0
9	4610	COMMISSION/LINE ADV						\$0		\$0
10	4611	COMMISSION/SALES REP	(4,639)	(954)	(447)	(2,058)	(2,824)	(\$1,097)	Commissions on ACRL-CHOICE sponsored webcasts. 15% of \$9,000 due to cost-share with CHOICE. Updated based on historical actuals.	(\$1,097)
11	4429	OVHLD-EXMPT REVENUE/DIVISIONS						\$0		\$0
12	4430	MISCELLANEOUS FEES						\$0		\$0
13	4490	MISCELLANEOUS REVENUE						\$0		\$0
14	<b>Revenues</b>		<b>118,027</b>	<b>121,416</b>	<b>103,698</b>	<b>84,217</b>	<b>96,164</b>	<b>\$95,623</b>		<b>\$63,888</b>
15										
16	5000	SALARIES & WAGES	12,053	27,143	15,636	28,780	22,073	\$26,298	Salaries @ % of ACRL salaries listed in matrix	\$16,663
17	5001	WAGES/TEMPORARY EMPLOYEES								
18	5002	OVERTIME WAGES								
19	5005	ATTRITION FACTOR					(6,431)	\$0		\$0
20	5009	ACCRUED VACATION WAGES						\$0		\$0
21	5010	EMPLOYEE BENEFITS	3,683	8,142	4,817	8,963	7,230	\$8,906	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,332
22	5110	PROFESSIONAL SERVICES	3,185	4,430	5,894	495	11,914	\$2,000	Course development, 2 new Moodle courses x \$1,000 = \$2,000	\$2,000
23	5120	LEGAL FEES								
24	5121	AUDIT/TAX FEES						\$0		\$0
25	5122	BANK S/C	1,233	2,926	1,537	1,738	1,832	\$2,062	Bank Charges	\$1,157
26	5130	LOBBYING / CONSULTING								
27	5304	SPEAKER/GUEST EXPENSE						\$0		\$0
28	5305	SPEAKER/GUEST HONORARIUM	300	7,519	2,274	4,739	6,976	\$4,800		
29	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
30	5350	PROGRAM ALLOCATION			101			\$0		\$0
31	5420	COPYRIGHT FEES						\$0	Copyright fees	\$0
32	5430	WEB OPERATING EXPENSES	5,971	3,467	2,744	672		\$0	Web Operating Expenses	\$0
33	5431	WEBINAR/WEBCASTS/WEB CE EXP	1,956					\$4,461	85/15 expense split with CHOICE; 15% expenses recognized in budget.	\$4,461

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Web CE</b>		<b>FY2023</b>		<b>3340</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
34	5525	UTILITIES						\$0		\$0
35	5530	DEPRECIATION F/E	52	91	107	196	126	\$0		\$0
36	5531	DEPRECIATION BUILDING						\$0		\$0
37	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS						\$0		\$0
38	5533	DO NOT USE N/S Intangible Assets								
39	5540	ROYALTY EXPENSE	3,218	1,581	0	0	150	\$7,235	Presenter royalty payments: 10% x registration revenue for webcasts and online courses	\$4,061
40	5541	COLLECTION EXPENSE								
41	5543	BAD DEBT EXPENSE	606	503	405	0	(1,514)	\$381	Bad debt (1% of gross revenues)	\$381
42	5544	INTEREST EXPENSE						\$0		\$0
43	5545	TAXES/PROPERTY						\$0		\$0
44	5550	PROMOTION						\$0		\$0
45	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
46	5599	MISC EXPENSE	753	1,116	567	460	292	\$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.	\$1,107
47	5908	IUT/MAINTENANCE						\$0		\$0
48	5909	IUT/DIST CTR	7	10				\$0	IUT-Distribution	\$0
49	5940	IUT/REGISTRATION PROCESSING	2,207	2,998	1,809	2,639	2,283	\$4,835	IUT-Registration Processing: \$7.25 per registrant for online courses and webcasts. Based on 550 online learning attendees.	\$3,988
50	5941	IUT/CHOICE						\$0		\$0
51	5942	IUT/ADVERTISING						\$0		\$0
52	5999	IUT/MISC						\$0		\$0
53	5911	IUT/OVERHEAD	16,192	16,153	13,740	11,159	12,742	\$9,586	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)	\$5,381
54	5998	IUT/ALLOCATIONS						\$0		\$0
55	5600	TAXES/INCOME	0	0	0				3% of advertising revenues	
56	<b>Expenses</b>		<b>\$51,415</b>	<b>\$76,078</b>	<b>\$49,631</b>	<b>\$59,841</b>	<b>\$57,671</b>	<b>\$72,070</b>		<b>\$44,531</b>
57										
58	<b>Net</b>		<b>\$66,612</b>	<b>\$45,339</b>	<b>\$54,067</b>	<b>\$24,376</b>	<b>\$38,493</b>	<b>\$23,553</b>		<b>\$19,357</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Licensed Workshops</b>		<b>FY2023</b>		<b>3341</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4103	SALES - ONLINE					24,430			\$0
4	4200	REGISTRATION FEES		19,430	630			\$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 Licensed regional in-person workshops and licensed online experiences (new in FY21).	\$9,205
5	4430	MISCELLANEOUS FEES	55,795	160,250	76,370			\$57,000	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. 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 FY23.	\$57,000
6	4490	MISCELLANEOUS REVENUE				39,000	6,000	\$0		\$0
7	<b>Revenues</b>		<b>\$55,795</b>	<b>\$179,680</b>	<b>\$77,000</b>	<b>\$39,000</b>	<b>\$30,430</b>	<b>\$66,205</b>		<b>\$66,205</b>
8										
9	5000	SALARIES & WAGES	29,636	35,313	26,633	36,536	24,559	\$23,699	Salaries @ % of ACRL salaries listed in the salary matrix	\$29,755
10	5001	WAGES/TEMPORARY EMPLOYEES								
11	5002	OVERTIME WAGES								
12	5005	ATTRITION FACTOR					(7,156)	\$0		\$0
13	5009	ACCRUED VACATION WAGES						\$0		\$0
14	5010	EMPLOYEE BENEFITS	9,056	10,593	8,204	11,379	8,044	\$8,026	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$9,521
15	5122	BANK S/C		128	214			\$1,821	Bank service fees	\$1,821
16	5130	LOBBYING / CONSULTING								
17	5140	EQUIP/FURN REPAIRS						\$0		\$0
18	5141	MAINTENANCE AGREEMENTS								
19	5150	MESSSENGER SERVICE	38	416	54	70		\$0		\$0
20	5151	DUPLICATION/OUTSIDE								
21	5210	TRANSPORTATION	1,437					\$0		\$0
22	5300	FACILITIES RENT						\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Licensed Workshops</b>		<b>FY2023</b>		<b>3341</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
23	5301	CONFERENCE EQUIPMENT RENTAL						\$0		\$0
24	5302	MEAL FUNCTIONS		2,793				\$1,540	Workshop AM and PM breaks for ALA Annual Conference. 35 participants x 2 breaks @ \$22 per break = \$1,540.	\$1,540
25	5303	EXHIBITS						\$0		\$0
26	5304	SPEAKER/GUEST EXPENSE	5,511	6,310	1,331	958		\$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
27	5305	SPEAKER/GUEST HONORARIUM	22,951	55,625	24,998	14,250	9,325	\$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
28	5306	AWARDS						\$0		\$0
29	5307	SECURITY SERVICES						\$0		\$0
30	5308	SPECIAL TRANSPORTATION						\$0		\$0
31	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR		3,588	2,483	570		\$0		\$0
32	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
33	5350	PROGRAM ALLOCATION	0	750	1,500	1,195	2,749	\$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
34	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
35	5402	PRINTING-OUTSIDE		734				\$0		\$0
36	5403	BINDING-OUTSIDE						\$0		\$0
37	5525	UTILITIES						\$0		\$0
38	5530	DEPRECIATION F/E	128	118	181	249	140	\$0		\$0
39	5599	MISC EXPENSE	1,992	1,592	1,040	659	325	\$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.	\$1,977
40	5909	IUT/DIST CTR		9	31			\$0	IUT-Distribution	\$0
41	5910	IUT/REPRO CTR	309	74	366			\$0	IUT-Reprographics	\$0
42	5911	IUT/OVERHEAD	7,365	26,283	10,286	5,168	4,032	\$8,772	IUT-Overhead: License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.	\$8,772
43	5998	IUT/ALLOCATIONS						\$0		\$0
44	5600	TAXES/INCOME								
45	<b>Expenses</b>		<b>\$78,422</b>	<b>\$144,325</b>	<b>\$77,320</b>	<b>\$71,033</b>	<b>\$42,018</b>	<b>\$70,715</b>		<b>\$0</b>
46										
47	<b>Net</b>		<b>(\$22,627)</b>	<b>\$35,355</b>	<b>(\$320)</b>	<b>(\$32,033)</b>	<b>(\$11,588)</b>	<b>(\$4,510)</b>		<b>\$0</b>
										<b>(\$12,681)</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Non-Periodical Pubs</b>		<b>FY2023</b>		<b>3400</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4100	SALES/BOOKS	317,939	376,051	302,128	237,341	169,666	\$211,000	Backlist sales: \$62,500. 125 titles at \$500/title Sales of new books: \$136,000. 17 new titles at \$8000/title	\$198,500
4	4601	RETURNS/CREDITS	(27,280)	(24,719)	(26,572)	(31,416)	(11,918)	(\$16,880)	Returns, @ 7.5% of sales. (Down from 8% based on 7.024% FY21 actual)	(\$14,888)
5	4602	SALES/BOOKS-DISCOUNT	(17,363)	(878)	(299)			\$0		\$0
6	4103	SALES - ONLINE						\$0		\$0
7	4421	ROYALTIES	14,831	38,020	63,640	69,905	94,088	\$72,000	Royalties from Univ. of So. Carolina, ALA, MIT Press, Haworth, EBSCO, ProQuest, Gardners, etc	\$90,000
8	<b>Revenues</b>		<b>\$288,126</b>	<b>\$388,475</b>	<b>\$338,897</b>	<b>\$275,831</b>	<b>\$251,835</b>	<b>\$266,120</b>		<b>\$273,612</b>
9										
10	5000	SALARIES & WAGES	76,896	102,634	91,519	118,321	80,737	\$89,855	Salaries @ % of ACRL salaries listed in the salary matrix	\$94,620
11	5005	ATTRITION FACTOR					(23,524)			
12	5010	EMPLOYEE BENEFITS	23,498	30,787	28,193	36,851	26,444	\$30,430	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,278
13	5122	BANK S/C	42	5				\$0	Bank Credit card	\$0
14	5150	MESSENGER SERVICE	52	39				\$0	Messenger	\$0
15	5400	EDITORIAL/PROOFREADING/OUTSIDE	10,959	20,688	16,475	10917.2	17818.39	\$22,100	Editorial/Proofreading (17 @ \$1300)	\$22,100
16	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	Typesetting	\$0
17	5402	PRINTING-OUTSIDE	26,255	33,411	32,056	26,536	19,177	\$41,600	Outside printing of 17 new titles @ \$2,300/title	\$39,100
18	5403	BINDING-OUTSIDE						\$0		\$0
19	5404	DESIGN SERVICE-OUTSIDE	161	80	241	6,302	88	\$3,000	Potential design of 1 of the 17 new books	\$3,000
20	5406	REVIEW SERVICE						\$0		\$0
21	5410	MAIL SERVICE-OUTSIDE			67			\$0		\$0
22	5411	ADVERTISING/SPACE						\$0	Advertising space purchase	\$0
23	5412	ADVERTISING/DIRECT						\$5,000	Printing/distribution of Publications catalogs and flyers	\$5,000
24	5413	MAIL LIST RENTAL						\$0	Mailing list rental	\$0
25	5414	SUPPLIES/PRODUCTION						\$0	Formatting ebooks has been brought in-house and is reflected in the time study for salaries and benefits.	\$0
26	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	100	77	12		40	\$25	Pre-Press/Photographic	\$60
27	5416	ADVERTISING PRODUCTION COST						\$0		\$0
28	5420	COPYRIGHT FEES		3,000				\$935	Copyright fees 17 new books @ \$55 each	\$935
29	5433	ORDER PROCESSING/FULFILLMENT	24,220	31,331	22,775	27,331	26,875	\$23,210	Transaction Fee/Order Fulfillment, calculated at 11% of sales (line 4100)	\$21,835
30	5480	COST OF SALES	56,318	70,029	38,553	37,488	41,911	\$37,980	Cost of sales, calculated as 18% of sales (line 4100)	\$35,730
31	5490	INVENTORY ADJUSTMENT	(35,943)	(55,342)	(79,262)	(50,507)	40,792	(\$67,660)	Inventory adjustment. Total of lines 5400, 5401, 5402, 5404, 5415, and 5420.	(\$65,195)
32	5499	INVENTORY RESERVE ADJUSTMENT	2,000	4,329	2,000	2,001	2,000	\$2,000	Inventory Reserve Adjustment (removal of out-of-print titles from stock, est. \$2,000 residual value)	\$1,000
33	5523	POSTAGE/E-MAIL	3,789	6,694	5,049	3,720	3,279	\$6,000	Mailing books to reviewers and authors	\$5,000
34	5525	UTILITIES						\$0		\$0
35	5530	DEPRECIATION F/E	333	344	624	806	459	\$0		\$0
36	5540	ROYALTY EXPENSE	22,594	27,116	20,598	12,637	8,181	\$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)	\$9,925
37	5541	COLLECTION EXPENSE								
38	5543	BAD DEBT EXPENSE	3,446	3,667	4,000	(0)	(11,113)	\$4,000	Bad debt, 1% of gross revenues	\$4,000
39	5599	MISC EXPENSE	4,730	4,222	3,317		1067.7	\$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.	\$6,287
40	5909	IUT/DIST CTR	1,117	939	1,259	557		\$1,300	IUT-Distribution	\$0
41	5910	IUT/REPRO CTR	53	18	24			\$100	IUT-Reprographics	\$0
42	5941	IUT/CHOICE						\$4,309	Support to CHOICE for management of publishing initiatives.	\$4,309
43	5911	IUT/OVERHEAD	36,075	46,260	36,472	27,285	20,902	\$25,721	IUT-Overhead - Revenues from sales of books are charged 50% of ALA overhead rate on revenues (4100+4103+4601).	\$36,254
44	5998	IUT/ALLOCATIONS						\$0		\$0
45	<b>Expenses</b>		<b>\$256,695</b>	<b>\$330,329</b>	<b>\$223,970</b>	<b>\$262,137</b>	<b>\$255,133</b>	<b>\$245,600</b>		<b>\$254,238</b>
46										
47	<b>Net</b>		<b>\$31,431</b>	<b>\$58,146</b>	<b>\$114,927</b>	<b>\$13,693</b>	<b>(\$3,297)</b>	<b>\$20,520</b>		<b>\$19,374</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Equity, Diversity &amp; Inclusior FY2023 3402</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4200	REGISTRATION FEES				2,930				
4	4430	MISCELLANEOUS FEES	17,450	0				\$0	\$10,000 in partial revenue for subsidized RoadShow	\$10,000
5	4490	MISCELLANEOUS REVENUE		25,500	27,000	14,000	28,500	\$17,500	Diversity Alliance fees: 35 institutions @ \$500. Number of institutions based on 75% of 2021 membership.	\$17,500
6		<b>Revenues</b>	<b>\$17,450</b>	<b>\$25,500</b>	<b>\$29,930</b>	<b>\$14,000</b>	<b>\$28,500</b>	<b>\$17,500</b>		<b>\$27,500</b>
7										
8	5000	SALARIES & WAGES	10,100	16,119	10,021	9,681	14,672	\$27,459	Salaries at % of ACRL total salaries listed in salary matrix	\$27,850
9	5001	WAGES/TEMPORARY EMPLOYEES								
10	5002	OVERTIME WAGES								
11	5005	ATTRITION FACTOR					(4,275)	\$0		\$0
12	5009	ACCRUED VACATION WAGES						\$0		\$0
13	5010	EMPLOYEE BENEFITS	3,087	4,835	3,087	3,015	4,805	\$9,299	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$8,912
14	5121	AUDIT/TAX FEES						\$0		\$0
15	5122	BANK S/C	89	428	384	89	299	\$438	Bank Charges on credit cards. 2.5% of revenues.	\$688
16	5210	TRANSPORTATION			933	2,146		\$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).	\$5,250
17	5212	LODGING & MEALS			1,314			\$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).	\$7,000



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Equity, Diversity &amp; Inclusior FY2023 3402</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
18	5301	CONFERENCE EQUIPMENT RENTAL			3,696			\$0		\$0
19	5302	MEAL FUNCTIONS			6,394					
20	5303	EXHIBITS						\$0		\$0
21	5304	SPEAKER/GUEST EXPENSE			2,535					
22	5305	SPEAKER/GUEST HONORARIUM			4,750		200	\$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	5306	Awards							See project 3838 scholarships for ALA Spectrum Scholars; ACRL support for 3 scholars (Two scholars were approved in FY22, but only was funded. After FY23, ACRL will return to funding two scholars.); \$21,000	\$0
24	5350	PROGRAM ALLOCATION		7,304	8,105		11,188	\$1,500	\$1,500 budgeted for TBD expenses for the ACRL Diversity Alliance.	\$2,500
25	5030	STAFF RECRUITMENT/RELOCATION						\$0	\$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee.	\$0
26	5031	STAFF DEVELOPMENT						\$0		\$0
27	5500	SUPPLIES/OPERATING			574			\$200	Supplies	\$200
28	5525	UTILITIES						\$0		\$0
29	5530	DEPRECIATION F/E	44	54	68	66	83	\$0		\$0
30	5543	BAD DEBT EXPENSE			148		(148)	\$148		\$148
31	5599	MISC EXPENSE	631	663	363	155	194	\$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.	\$1,851
32	5909	IUT/DIST CTR						\$0	IUT-Distribution	\$0
33	5910	IUT/REPRO CTR	175		160			\$200	IUT-Reprographics	\$200
34	5911	IUT/OVERHEAD	2,303	3,366	388			\$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
35	5998	IUT/ALLOCATIONS						\$0		\$0
36	5600	TAXES/INCOME								
37	<b>Expenses</b>		<b>\$16,429</b>	<b>\$32,770</b>	<b>\$42,920</b>	<b>\$15,152</b>	<b>\$27,019</b>	<b>\$45,754</b>		<b>\$68,362</b>
38										
39	<b>Net</b>		<b>\$1,021</b>	<b>(\$7,270)</b>	<b>(\$12,990)</b>	<b>(\$1,152)</b>	<b>\$1,481</b>	<b>(\$28,254)</b>		<b>(\$40,862)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL New Roles</b>		<b>FY2023</b>		<b>3403</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	8,736	10,057	\$15,190	Salaries at % of ACRL total salaries listed in salary matrix	\$12,187
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES								
10	5005	ATTRITION FACTOR					(2,930)	\$0		\$0
11	5009	ACCRUED VACATION WAGES						\$0		\$0
12	5010	EMPLOYEE BENEFITS	866	869	1,308	\$2,721	3,294	\$5,144	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,900
13	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
14	5350	PROGRAM ALLOCATION		10,000	1,500	4,875	5,000	\$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	5530	DEPRECIATION F/E				60	57			
16	5550	PROMOTION						\$0		\$0
17	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
18	5599	MISC EXPENSE	177	119	154	140	133	\$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.	\$810
19	5600	TAXES/INCOME								
20	<b>Expenses</b>		<b>\$3,875</b>	<b>\$13,886</b>	<b>\$7,207</b>	<b>\$16,532</b>	<b>\$15,611</b>	<b>\$24,204</b>		<b>\$20,897</b>
21										
22	<b>Net</b>		<b>(\$3,875)</b>	<b>(\$13,886)</b>	<b>(\$7,207)</b>	<b>(\$16,532)</b>	<b>(\$15,611)</b>	<b>(\$24,204)</b>		<b>(\$20,897)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Council of Liaisons</b>		<b>FY2023</b>		<b>3501</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	3,511	4,598	\$11,685	Salaries at % of ACRL total salaries listed in salary matrix	\$5,572
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES								
10	5005	ATTRITION FACTOR					(1,340)	\$0		\$0
11	5009	ACCRUED VACATION WAGES						\$0		\$0
12	5010	EMPLOYEE BENEFITS	4,166	4,041	2,797	\$1,094	1,506	\$3,957	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,783
13	5015	TUITION REIMBURSEMENT						\$0		\$0
14	5016	PROFESSIONAL MEMBERSHIPS	9,983	8,850	6,779	12,696	10,156	\$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								
16	5210	TRANSPORTATION	109		296	18		\$0		\$0
17	5212	LODGING & MEALS			165			\$0		\$0
18	5214	ENTERTAINMENT						\$0		\$0
19	5216	BUSINESS MEETINGS	125					\$0	Business meetings, registration fees (charged to 5350)	\$0
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
21	5350	PROGRAM ALLOCATION	22,801	16,986	21,696	8,404	1,615	\$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	24	26	\$0		\$0
23	5599	MISC EXPENSE	852	554	329	56	61	\$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.	\$370
24	5600	TAXES/INCOME								
25	<b>Expenses</b>		<b>51,730</b>	<b>43,951</b>	<b>41,205</b>	<b>25,803</b>	<b>16,621</b>	<b>\$33,461</b>		<b>\$34,875</b>
26										
27	<b>Net</b>		<b>(51,730)</b>	<b>(43,951)</b>	<b>(41,205)</b>	<b>(25,803)</b>	<b>(16,621)</b>	<b>(\$33,461)</b>		<b>(\$34,875)</b>

	A	B	C	D	E	F	G	H	I	J	
1	<b>ACRL Scholarly Communication</b>		<b>FY2023</b>	<b>3702</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>	
3	4421	ROYALTIES						\$0		\$0	
6	4429	OVHRD-EXMPT REVENUE/DIVISIONS						\$0		\$0	
7	4430	MISCELLANEOUS FEES	10,000	10,000	9,856			\$0		\$0	
8	4490	MISCELLANEOUS REVENUE						\$0		\$0	
9	<b>Revenues</b>		<b>\$10,000</b>	<b>\$10,000</b>	<b>\$9,856</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	
10											
11	5000	SALARIES & WAGES	13,690	28,634	40,151	20,626	5,015	\$39,728	Salaries @ % of ACRL salaries listed in salary matrix	\$39,276	
12	5001	WAGES/TEMPORARY EMPLOYEES									
13	5002	OVERTIME WAGES									
14	5005	ATTRITION FACTOR					(1,461)	\$0		\$0	
15	5009	ACCRUED VACATION WAGES						\$0		\$0	
16	5010	EMPLOYEE BENEFITS	4,184	8,589	12,369	6,424	1,642	\$13,454	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$12,568	
17	5041	BLUE CROSS REFUND									
18	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0	
19	5110	PROFESSIONAL SERVICES	(970)					\$0		\$0	
20	5120	LEGAL FEES						\$0		\$0	
21	5121	AUDIT/TAX FEES						\$0		\$0	
22	5122	BANK S/C	114	114	57			\$0	0	\$0	
23	5130	LOBBYING / CONSULTING									
24	5150	MESSENGER SERVICE				103					
25	5210	TRANSPORTATION	7,144		690	95		\$0		\$0	
26	5212	LODGING & MEALS	0		(251)	25		\$0		\$0	
27	5304	SPEAKER/GUEST EXPENSE	4,346	10,825	9,132	446.76		\$0		\$0	
28	5305	SPEAKER/GUEST HONORARIUM	8,796	7,500	8,250			\$0		\$0	

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Scholarly Communication FY2023 3702</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
29	5350	PROGRAM ALLOCATION	31,938	61,600	81,513	58,833	18,483	\$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>• \$6,750 for SPARC dues;</li> <li>• \$5,000 for Open Access Working Group;</li> </ul>	<b>\$12,750</b>
30	5403	BINDING-OUTSIDE						\$0		<b>\$0</b>
31	5404	DESIGN SERVICE-OUTSIDE	0		12			\$0		<b>\$0</b>
32	5523	POSTAGE/E-MAIL						\$0		<b>\$0</b>
33	5525	UTILITIES						\$0		<b>\$0</b>
34	5530	DEPRECIATION F/E	59	96	274	141	29	\$0		<b>\$0</b>
35	5560	ORG SUPPORT/CONTRIBUTION						\$0		<b>\$0</b>
36	5599	MISC EXPENSE	855	1,178	1,455	330	216	\$2,275		<b>\$2,610</b>
37	5909	IUT/DIST CTR						\$0	Distribution Center	<b>\$0</b>
38	5910	IUT/REPRO CTR			119			\$0	Repro	<b>\$0</b>
39	5999	IUT/MISC						\$0		<b>\$0</b>
40	5911	IUT/OVERHEAD	1,320	1,320	1,306			\$0	IUT 50% of ALA General overhead rate on revenue from licensed workshop fees.	<b>\$0</b>
41	5998	IUT/ALLOCATIONS						\$0		<b>\$0</b>
42	5600	TAXES/INCOME								
43	<b>Expenses</b>		<b>\$71,476</b>	<b>\$119,856</b>	<b>\$155,076</b>	<b>\$87,024</b>	<b>\$23,924</b>	<b>\$85,217</b>		<b>\$67,204</b>
44										
45	<b>Net</b>		<b>(\$61,476)</b>	<b>(\$109,856)</b>	<b>(\$145,220)</b>	<b>(\$87,024)</b>	<b>(\$23,924)</b>	<b>(\$85,217)</b>		<b>(\$67,204)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Value of Academic Libraries FY2023 3703</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	23,667	2,931	\$31,549	Salaries @ % of ACRL salaries in salary matrix	\$19,638
9	5005	ATTRITION FACTOR					(854)			
10	5010	EMPLOYEE BENEFITS	6,759	18,421	5,367	\$7,371	960	\$10,684	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,284
11	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
12	5110	PROFESSIONAL SERVICES	1,064	198				\$0		\$0
13	5151	DUPLICATION/OUTSIDE								
14	5210	TRANSPORTATION	2,823		495			\$0		\$0
15	5212	LODGING & MEALS	2,301		41			\$0		\$0
16	5301	CONFERENCE EQUIPMENT RENTAL						\$0		\$0
17	5302	MEAL FUNCTIONS	4,890					\$0		\$0
18	5350	PROGRAM ALLOCATION	68,341	34,598	33,775	(332)	(1,210)	\$1,000	\$1,000 for potential VAL activities in consultation with the chair of the VAL committee.	\$1,000
19	5525	UTILITIES						\$0		\$0
20	5530	DEPRECIATION F/E	96	206	119	161	17	\$0		\$0
21	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
22	5599	MISC EXPENSE	1,382	2,526	631	379	39	\$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.	\$1,305
23	5909	IUT/DIST CTR						\$0		\$0
24	5910	IUT/REPRO CTR		709				\$0		\$0
25	5998	IUT/ALLOCATIONS						\$0		\$0
26	5600	TAXES/INCOME								
27	<b>Expenses</b>		<b>\$109,776</b>	<b>\$118,069</b>	<b>\$57,851</b>	<b>\$31,246</b>	<b>\$1,882</b>	<b>\$45,040</b>		<b>\$28,227</b>
28										
29	<b>Net</b>		<b>(\$109,776)</b>	<b>(\$118,069)</b>	<b>(\$20,601)</b>	<b>(\$31,246)</b>	<b>(\$1,882)</b>	<b>(\$45,040)</b>		<b>(\$28,227)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Government Relations</b>		<b>FY2023 3704</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	12,722	1,931	\$21,032	Salaries @ % of ACRL salaries in salary matrix	\$14,282
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR					(563)	\$0		\$0
10	5009	ACCRUED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS	4,184	5,969	3,865	3,962	632	\$7,123	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$4,570
12	5210	TRANSPORTATION				10				
13	5212	LODGING & MEALS				22				
14	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR						\$0		\$0
15	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
16	5350	PROGRAM ALLOCATION	17,671	29,915	25,678	18,488	15,000	\$15,010	\$2,000 for general travel to support legislative and policy advocacy	\$2,000
17	5525	UTILITIES						\$0		\$0
18	5530	DEPRECIATION F/E	59	67	85	87	11	\$0		\$0
19	5599	MISC EXPENSE	855	818	455	204	26	\$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.	\$949
20	5998	IUT/ALLOCATIONS						\$0		\$0
21	5600	TAXES/INCOME								
22	<b>Expenses</b>		<b>\$36,459</b>	<b>\$56,668</b>	<b>\$42,629</b>	<b>\$35,495</b>	<b>\$17,037</b>	<b>\$44,369</b>		<b>\$21,801</b>
23										
24	<b>Net</b>		<b>(\$36,459)</b>	<b>(\$56,668)</b>	<b>(\$42,629)</b>	<b>(\$35,495)</b>	<b>(\$17,037)</b>	<b>(\$44,369)</b>		<b>(\$21,801)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Student Learning Initiatives</b>		<b>FY2023</b>		<b>3711</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	309	1,070	\$27,155	Salaries % of ACRL total salaries listed in the salary matrix	\$1,309
6	5001	WAGES/TEMPORARY EMPLOYEES								
7	5002	OVERTIME WAGES								
8	5005	ATTRITION FACTOR					(312)	\$0		\$0
9	5009	ACCRUED VACATION WAGES						\$0		\$0
10	5010	EMPLOYEE BENEFITS	1,301	904	1,626	96	350	\$9,196	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$419
11	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
12	5110	PROFESSIONAL SERVICES	1,366					\$0		\$0
13	5150	MESSENGER SERVICE	12					\$0		\$0
14	5151	DUPLICATION/OUTSIDE								
15	5210	TRANSPORTATION	1,522					\$0		\$0
16	5212	LODGING & MEALS	435					\$0		\$0
17	5304	HONORARIUM						\$0		\$0
18	5305	SPEAKER/GUEST HONORARIUM	5,250					\$0		\$0
19	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
20	5350	PROGRAM ALLOCATION	33,542	26,500	26,500		1,000	\$6,000	Maintenance and development of the Information Literacy Sandbox (\$8,400); potential SLILC activities (\$1,000)	\$9,400
21	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
22	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
23	5402	PRINTING-OUTSIDE	23					\$0		\$0
24	5420	COPYRIGHT FEES						\$0		\$0
25	5430	WEB OPERATING EXPENSES	2,970	6,780	10,870	10,082	19,798	\$2,950	WEB OPERATING EXPENSES	\$2,450
26	5031	STAFF DEVELOPMENT						\$0		\$0
27	5500	SUPPLIES/OPERATING	119					\$0		\$0
28	5525	UTILITIES						\$0		\$0
29	5530	DEPRECIATION F/E	18	10	36	2	6	\$0		\$0
30	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
31	5599	MISC EXPENSE	265	124	191	5	14	\$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.	\$87
32	5908	IUT/MAINTENANCE						\$0		\$0
33	5909	IUT/DIST CTR						\$0	IUT-Distribution	\$0
34	5910	IUT/REPRO CTR						\$0	IUT - Reprographics	\$0
35	5942	IUT/ADVERTISING						\$0		\$0
36	5999	IUT/MISC						\$0	IUT-Misc.	\$0
37	5911	IUT/OVERHEAD						\$0		\$0
38	5998	IUT/ALLOCATIONS						\$0		\$0
39	5600	TAXES/INCOME								
40	<b>Expenses</b>		<b>\$51,071</b>	<b>\$37,333</b>	<b>\$44,503</b>	<b>\$10,493</b>	<b>\$21,927</b>	<b>\$46,856</b>		<b>\$13,665</b>
41										
42	<b>Net</b>		<b>(\$51,071)</b>	<b>(\$37,333)</b>	<b>(\$44,503)</b>	<b>(\$10,493)</b>	<b>(\$21,927)</b>	<b>(\$46,856)</b>		<b>(\$13,665)</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Project Outcome</b>		<b>FY2023</b>		<b>3712</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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
4	4430	MISCELLANEOUS FEES								
5	4490	MISCELLANEOUS REVENUE				1,500	4,400	\$6,750	Revenue from 1 new group account (\$750), paid learning (\$1750), and 1 sponsored webinars (\$2,215 after expenses and revenue split with PLA), and PPO partnership (\$9,375)	\$13,910
6	4611	COMMISSION/SALES REP					(113)	(\$225)	Pam Marino commission on webinar sponsorship	(\$225)
7	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$37,250</b>	<b>\$1,500</b>	<b>\$4,288</b>	<b>\$6,525</b>		<b>\$13,685</b>
8										
9	5000	SALARIES & WAGES		26,357	8,772	70,752	17,322	\$25,539	Salaries @ % of ACRL salaries in salary matrix	\$20,990
10	5001	WAGES/TEMPORARY EMPLOYEES								
11	5002	OVERTIME WAGES								
12	5005	ATTRITION FACTOR					(5,047)	\$0		\$0
13	5009	ACCRUED VACATION WAGES						\$0		\$0
14	5010	EMPLOYEE BENEFITS		7,907	2,702	22,036	5,674	\$8,649	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,717
15	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
16	5110	PROFESSIONAL SERVICES			184,793	11,960		\$0		\$0
17	5120	LEGAL FEES						\$0		\$0
18	5121	AUDIT/TAX FEES						\$0		\$0
19	5122	BANK S/C						\$0	Bank fees	\$0
20	5210	TRANSPORTATION			346			\$0		\$0
21	5212	LODGING & MEALS			274	1,014		\$0		\$0
22	5303	EXHIBITS						\$0		\$0
23	5304	SPEAKER/GUEST EXPENSE						\$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</b>		<b>FY2023 3712</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
24	5305	SPEAKER/GUEST HONORARIUM					600	\$400	Workshop presenter honorarium (\$400 each)	\$400
25	5306	AWARDS				(13,000)		\$0		\$0
26	5350	PROGRAM ALLOCATION		14,254	18,884	18,925	320	\$0		\$0
27	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
28	5402	PRINTING-OUTSIDE						\$300	Printing flyers	\$300
29	5420	COPYRIGHT FEES						\$0		\$0
30	5430	WEB OPERATING EXPENSES			11,415	81,148	57,885	\$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
32	5530	DEPRECIATION F/E		88	60	482	99	\$0		\$0
33	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
34	5599	MISC EXPENSE		1,084	318	1,133	229	\$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.	\$1,395
35	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
36	5909	IUT/DIST CTR				6				
37	5942	IUT/ADVERTISING					91	\$350	Pam Marino time selling sponsored webinars (5 hours at \$35)	\$350
38	5999	IUT/MISC			20,000			\$0		\$0
39	5911	IUT/OVERHEAD					583	\$865	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues	\$1,813
40	5998	IUT/ALLOCATIONS						\$0		\$0
41	5600	TAXES/INCOME								
42	<b>Expenses</b>		<b>\$0</b>	<b>\$49,690</b>	<b>\$247,565</b>	<b>\$194,456</b>	<b>\$77,755</b>	<b>\$97,865</b>		<b>\$92,265</b>
43										
44	<b>Net</b>		<b>\$0</b>	<b>(\$49,690)</b>	<b>(\$210,315)</b>	<b>(\$192,956)</b>	<b>(\$73,468)</b>	<b>(\$91,340)</b>		<b>(\$78,580)</b>



	A	B	C	D	E	F	G	H	I	J	
1	<b>ACRL RBMS Conference</b>		<b>FY2023</b>	<b>3800</b>							
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget	
21	5210	TRANSPORTATION	2,667	2,081	3,404	2,097		\$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	\$3,400	
22	5212	LODGING & MEALS	1,346	1,017	2,265	80		\$2,500	2019 Site Visit 3 people x 2 nights lodging comp + 3 people x 3 days per diem @ \$50 ea. 2 Staff Person onsite @ 4 nights \$250 (\$200 hotel, \$50 per diem) + Exec Director Lodging + per diem @ 3 nights \$250 per (based on 19 actual)	\$2,500	
23	5214	ENTERTAINMENT		3,352	160	914		\$3,000	Dorm expenses (offset by 4429)	\$2,500	
24	5300	FACILITIES RENT	3,812	1,674				\$0	Venue rental \$16,750 gratis Indiana University, Meeting Space Rental for Orientation/Mixer at Graduate Hotel \$500	\$500	
25	5301	CONFERENCE EQUIPMENT RENTAL	13,478	23,389	26,723			\$20,000	Standard in Room Equipment/and audiovisual staffing at 20000	\$20,000	
26	5302	MEAL FUNCTIONS	39,771	78,916	47,373			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	\$36,900	
27	5303	EXHIBITS						\$0		\$0	
28	5304	SPEAKER/GUEST EXPENSE	3,288	4,524	2,486			\$4,800	Four Plenary Speakers 4 x \$700 + Workshops (200/person x 10)	\$4,800	
29	5305	SPEAKER/GUEST HONORARIUM	1,200	1,800	3,200	200	2,900	\$3,200	Speaker Honorarium Plenary 4 @ 500 ea.	\$2,000	
30	5306	AWARDS						\$0		\$0	
31	5307	SECURITY SERVICES						\$0		\$0	
32	5308	SPECIAL TRANSPORTATION	6,634	3,066	2,872			\$18,000	Charter 1 Bus to Chicago for ALA Annual (offset by 4429)	\$3,000	
33	5402	PRINTING-OUTSIDE	4,721	2,826	3,214			\$800	No postcard, no book, 800 workshops	\$800	
34	5031	STAFF DEVELOPMENT						\$0		\$0	
35	5500	SUPPLIES/OPERATING	6,407	5,390	1,133	1,228	614	\$1,500	2 Scooters \$500+ Napkins \$700+\$100 Ribbons +\$100 Binders	\$1,500	
36	5522	TELEPHONE/FAX						\$0		\$0	
37	5523	POSTAGE/E-MAIL	686	716				\$0	No mailing	\$0	
38	5525	UTILITIES						\$0		\$0	
39	5530	DEPRECIATION F/E	133	135	260	179	227	\$0		\$0	
40	5543	BAD DEBT EXPENSE	100	100	250		(450)	\$250	Bad debt based on FY18 actuals	\$250	
41	5560	ORG SUPPORT/CONTRIBUTION			(5,655)		(5,289)	(\$25,655)	6000 cover schol reg fees	(\$6,000)	
42	5599	MISC EXPENSE	1,917	1,657	1,382	420	529	\$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.	\$2,641	
43	5909	IUT/DIST CTR	49	68	23	8		\$50	IUT Distribution	\$50	
44	5910	IUT/REPRO CTR	246	55	240			\$250	IUT Reprographics	\$250	
45	5940	IUT/REGISTRATION PROCESSING	3,465	1,586	3,932	1,484		\$4,200	IUT Registration: included in Pathable expenses	\$0	
46	5942	IUT/ADVERTISING						\$0	IUT Advertising	\$0	
47	5999	IUT/MISC						\$0		\$0	
48	5911	IUT/OVERHEAD	37,054	43,018	38,465		17,219	\$41,141	IUT General overhead	\$27,764	
49	5998	IUT/ALLOCATIONS						\$0		\$0	
50	5600	TAXES/INCOME									
51	<b>Expenses</b>		<b>\$170,544</b>	<b>\$233,825</b>	<b>\$187,146</b>	<b>\$43,759</b>	<b>\$92,579</b>	<b>\$165,934</b>		<b>\$189,328</b>	
52											
53	<b>Net</b>		<b>\$59,517</b>	<b>\$23,597</b>	<b>\$36,099</b>	<b>(\$36,599)</b>	<b>\$100,882</b>	<b>\$74,137</b>		<b>\$14,280</b>	

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL ACRL 2023 Pittsburgh</b>		<b>FY2023</b>	<b>3801</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4103	SALES - ONLINE	0	0	0				VIRTUAL CONFERENCE registration (35% of total hybrid conference registration): EARLY BIRD: 540 ACRL members @ \$249 early-bird = \$134,460 72 ALA members @ \$299 early-bird= \$21,528 234 Nonmembers @ \$349 early-bird = \$82,666 9 Retired Members @ \$109 = \$981 72 Students @ \$79 = \$5,688 18 Nonsalaried Members @ \$109 = \$1,962 ADVANCE: 60 ACRL members @ \$289 = \$17,340 8 ALA members @ \$339 = \$2,712 26 Nonmembers @ \$389 = \$10,114 1 Retired Member @ \$139 = \$139 8 Students @ \$119 = \$952 2 Nonsalaried Members @ \$139 = \$278 Total based on 1,050 virtual registrants = \$278,820 minus \$3,458 group 10+ discounts (15% VC attendees groups 10+); minus \$50 speaker discount x 200 speakers (-\$10,000) = \$264,362	<b>\$264,362.00</b>
4	4140	ADVERTISING/GROSS			66,825			\$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		<b>\$0.00</b>
6	4612	COMMISSION/ADVERTISING AGENCY		(23,000)	(63,805)			(\$24,000)	Exhibits Commission: Corcoran Exhibitors, 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 commission @ \$20,000	<b>(\$58,000.00)</b>
7	4142	ADVERTISING/CLASSIFIED						\$0		<b>\$0.00</b>
8	4200	REGISTRATION FEES	0	(390)	1,295,297	(22,040)		\$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; minus \$50 speaker discount x 600 speakers (\$30,000). Total F2F registration = \$751,153	<b>\$751,153.00</b>
9	4210	EXHIBIT SPACE RENTALS	0	0	846,498			\$0	Exhibits revenue, 229 booths @ \$2,700 = \$618,300. 30% reduction from CLE in-person 327 booths. 150 corners @ \$125 = \$18,750	<b>\$637,050.00</b>
10	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED						\$0		<b>\$0.00</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL ACRL 2023 Pittsburgh</b>		<b>FY2023</b>	<b>3801</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
11	4400	DONATIONS/HONORARIA	0	0	382,919			\$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	OVRHD-EXMPT REVENUE/DIVISIONS		60,025	4,470			\$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		<b>\$0.00</b>
14	4490	MISCELLANEOUS REVENUE						\$0		<b>\$0.00</b>
15	<b>Revenues</b>		<b>\$0</b>	<b>\$36,635</b>	<b>\$2,549,663</b>	<b>(\$22,040)</b>	<b>\$0</b>	<b>(\$24,000)</b>		<b>\$1,980,330.00</b>
16										
17	5000	SALARIES & WAGES	28,011	73,560	171,423	2,865	16,114	\$91,028	Salaries 23	<b>\$180,789.00</b>
18	5001	WAGES/TEMPORARY EMPLOYEES							Registration temps	<b>\$2,500.00</b>
19	5002	OVERTIME WAGES								
20	5005	ATTRITION FACTOR					(4,695)	\$0		<b>\$0.00</b>
21	5009	ACCRUED VACATION WAGES						\$0		<b>\$0.00</b>
22	5010	EMPLOYEE BENEFITS	8,559	22,066	52,807	892	5,278	\$30,827	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$57,853.00</b>
23	5110	PROFESSIONAL SERVICES		29,845	82,430			\$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			\$6,500	Bank Service Fees	<b>\$39,607.00</b>
25	5150	MESSENGER SERVICE			872			\$0	FedEx, etc.	<b>\$1,000.00</b>
26	5210	TRANSPORTATION	0	920	17,528			\$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			\$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	All-conference reception band 3500 + trivia host night 500	<b>\$4,000.00</b>
29	5300	FACILITIES RENT		8,400	40,531			\$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-Conference Reception (\$8,550), No Chairs Reception	<b>\$61,550.00</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL ACRL 2023 Pittsburgh</b>		<b>FY2023</b>		<b>3801</b>					
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
30	5301	CONFERENCE EQUIPMENT RENTAL			400,879			\$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) (no posters in 2023), stands \$30,000; Convention Center Internet connection/wifi - 125mbps \$60,000; Experience and Inclusion \$20,000	\$401,000.00
31	5302	MEAL FUNCTIONS			373,844			\$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	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 (no Virtual Posters in 2023);	\$77,000.00
33	5304	SPEAKER/GUEST EXPENSE			11,856			\$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			\$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	Per budget assumptions , this money covers scholarship registration fees	(\$50,000.00)
36	5307	SECURITY SERVICES			31,854			\$0	Increase in labor expenses	\$40,000.00
37	5308	SPECIAL TRANSPORTATION			21,941			\$0	All-conference busing if necessary 20K (TBD)	\$20,000.00
38	5402	PRINTING-OUTSIDE	0	376	33,617			\$0	No print mailers or TBD print based on budget performance	\$0.00
39	5403	BINDING-OUTSIDE						\$0		\$0.00
40	5404	DESIGN SERVICE-OUTSIDE	14,850	3,388	22,445			\$10,000	In house design	\$0.00
41	5406	REVIEW SERVICE						\$0		\$0.00
42	5410	MAIL SERVICE-OUTSIDE	0		1,302			\$800	Mail service outside	\$200.00
43	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		10,225	16,465			\$10,000	Headshot Studio 20 + Professional Photography 6000	\$26,000.00
44	5416	ADVERTISING PRODUCTION COST						\$0		\$0.00
45	5420	COPYRIGHT FEES		1,095	789			\$0	Copyright Fees	\$0.00
46	5500	SUPPLIES/OPERATING	1,487	3,936	28,457			\$5,000	Supplies, swag, volunteer buttons. Supplies 5K, Swag 6x2000 = 2100, Vol Buttons 1000	\$18,000.00
47	5510	INSURANCE		6,059				\$7,000	Cancellation insurance	\$9,000.00
48	5522	TELEPHONE/FAX			35			\$0		\$50.00
49	5523	POSTAGE/E-MAIL			22,440			\$250	No print mailings	\$0.00
50	5525	UTILITIES						\$0		\$0.00
51	5530	DEPRECIATION F/E	121	246	1,168	20	92	\$0		\$0.00
52	5531	DEPRECIATION BUILDING						\$0		\$0.00
53	5560	ORG SUPPORT/CONTRIBUTION			(10,000)			\$0		\$0.00
54	5599	MISC EXPENSE	1,750	3,026	6,213	46	213	\$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.	\$12,013.00
55	5908	IUT/MAINTENANCE						\$0		\$0.00
56	5909	IUT/DIST CTR		10	(5)			\$0		\$0.00
57	5910	IUT/REPRO CTR		217	448			\$0		\$0.00
58	5911	IUT/OVERHEAD	0	(6,072)	573,003			\$0	IUT General overhead	\$403,432.00
59	5998	IUT/ALLOCATIONS						\$0		\$0.00
60	5600	TAXES/INCOME	(1,200)		0				Unrelated business taxes @ 2% of ad revenue	
61	<b>Expenses</b>		<b>53,579</b>	<b>196,295</b>	<b>2,047,712</b>	<b>3,823</b>	<b>17,001</b>	<b>\$268,143</b>		<b>\$1,797,649.00</b>
62										
63	<b>Net</b>		<b>(53,579)</b>	<b>(159,660)</b>	<b>501,952</b>	<b>(25,862)</b>	<b>(17,001)</b>	<b>(\$292,143)</b>		<b>\$182,681.00</b>

	A	B	C	D	E	F	G	H	I	J		
1	<b>ACRL ACRL 2025 Minneapolis</b>		<b>FY2023</b>	<b>3808</b>								
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>		
3	4103	SALES - ONLINE				2,634	912,550					
4	4140	ADVERTISING/GROSS	80,320		0		30,550					
5	4143	ADVERTISING/ON-LINE										
6	4610	COMMISSION/LINE ADV										
7	4611	COMMISSION/SALES REP	98,365	0		(1,895)						
8	4612	COMMISSION/ADVERTISING AGENCY	(91,135)			(18,251)	(48,500)					
9	4142	ADVERTISING/CLASSIFIED										
10	4200	REGISTRATION FEES	1,432,100	0								
11	4210	EXHIBIT SPACE RENTALS	957,420	0	0		223,977					
12	4220	MEAL FUNCTIONS										
13	4300	GRANTS/CONTRACTS/AWARDS										
14	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED										
15	4400	DONATIONS/HONORARIA	335,300		0		350,850					
16	4429	OVRHD-EXMPT REVENUE/DIVISIONS	2,925				1,856					
17	4430	MISCELLANEOUS FEES										
18	4490	MISCELLANEOUS REVENUE										
19	<b>Revenues</b>		<b>\$2,815,296</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$17,512)</b>	<b>\$1,471,283</b>	<b>\$0</b>		<b>\$0</b>		
20												
21	5000	SALARIES & WAGES	139,553	28,942	22,097	73,293	155,162	\$20,290	Salaries	<b>\$19,526</b>		
22	5001	WAGES/TEMPORARY EMPLOYEES										
23	5002	OVERTIME WAGES										
24	5005	ATTRITION FACTOR					(45,209)					
25	5009	ACCRUED VACATION WAGES										
26	5010	EMPLOYEE BENEFITS	42,644	8,682	6,807	22,827	50,821	\$6,871	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	<b>\$6,248</b>		
27	5100	TEMPORARY EMPLOYEES/OUTSIDE	1,719									
28	5110	PROFESSIONAL SERVICES	84,377	75	2,708	14,425	106,630					
29	5120	LEGAL FEES										
30	5121	AUDIT/TAX FEES										
31	5122	BANK S/C	53,285	1,893	3,902	2,269	30,480					



	A	B	C	D	E	F	G	H	I	J		
1	<b>ACRL ACRL 2025 Minneapolis</b>		<b>FY2023</b>	<b>3808</b>								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>		
32	5130	LOBBYING / CONSULTING										
33	5140	EQUIP/FURN REPAIRS										
34	5141	MAINTENANCE AGREEMENTS										
35	5150	MESSENGER SERVICE	1,257	0		21						
36	5151	DUPLICATION/OUTSIDE										
37	5210	TRANSPORTATION	12,160	613	398	614		\$0	2025 (Minneapolis) site visits as necessary	\$0		
38	5212	LODGING & MEALS	4,279	287	103	130		\$0	2025 (Minneapolis) site visits as necessary	\$0		
39	5214	ENTERTAINMENT	6,636				3,050					
40	5216	BUSINESS MEETINGS										
41	5219	UNALLOCATED AMERICAN EXPRESS					0					
42	5300	FACILITIES RENT	48,185									
43	5301	CONFERENCE EQUIPMENT RENTAL	353,826				424					
44	5302	MEAL FUNCTIONS	360,046									
45	5303	EXHIBITS	86,553				932					
46	5304	SPEAKER/GUEST EXPENSE	8,110	0								
47	5305	SPEAKER/GUEST HONORARIUM	43,000			200	22,750					
48	5306	AWARDS	0	0								
49	5307	SECURITY SERVICES	17,991									
50	5308	SPECIAL TRANSPORTATION	25,866			10,000						
51	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR					254,034					
52	5310	COMPUTER RENTAL/INTERNET CONNECTIONS										
53	5350	PROGRAM ALLOCATION										
54	5400	EDITORIAL/PROOFREADING/OUTSIDE										
55	5401	TYPESETTING/COMPOSITION-OUTSD										
56	5402	PRINTING-OUTSIDE	32,681									
57	5403	BINDING-OUTSIDE										
58	5404	DESIGN SERVICE-OUTSIDE	17,334	0	9,075	7,950	5,700					
59	5406	REVIEW SERVICE										
60	5410	MAIL SERVICE-OUTSIDE	2,096				184					
61	5411	ADVERTISING/SPACE										
62	5412	ADVERTISING/DIRECT										
63	5413	MAIL LIST RENTAL										
64	5414	SUPPLIES/PRODUCTION										
65	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	26,066			8,500						
66	5416	ADVERTISING PRODUCTION COST										
67	5420	COPYRIGHT FEES	744			1,110	789					
68	5500	SUPPLIES/OPERATING	25,981	22		572	3,679					

	A	B	C	D	E	F	G	H	I	J		
1	<b>ACRL ACRL 2025 Minneapolis</b>		<b>FY2023</b>	<b>3808</b>								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>		
69	5501	EQUIPMENT & SOFTWARE/MINOR										
70	5502	REFERENCE MATERIAL/PERIODICALS										
71	5510	INSURANCE				8,436						
72	5520	EQUIPMENT RENTAL/LEASE										
73	5521	SPACE RENT										
74	5522	TELEPHONE/FAX	305									
75	5523	POSTAGE/E-MAIL	30,841									
76	5525	UTILITIES	32,907									
77	5530	DEPRECIATION F/E	605	97	151	499	883					
78	5560	ORG SUPPORT/CONTRIBUTION					-20396					
79	5599	MISC EXPENSE	8,840	1,190	801	1,172	2,052	\$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.	\$1,297		
80	5909	IUT/DIST CTR	87			4						
81	5910	IUT/REPRO CTR	595									
82	5999	IUT/MISC	(10,000)									
83	5911	IUT/OVERHEAD	653,947	0			148,211	\$0	IUT General overhead	\$0		
84	5998	IUT/ALLOCATIONS						\$0		\$0		
85	5600	TAXES/INCOME	0									
86	<b>Expenses</b>		<b>\$2,112,515</b>	<b>\$41,801</b>	<b>\$46,042</b>	<b>\$152,022</b>	<b>\$720,176</b>	<b>\$28,323</b>		<b>\$0</b>		
87												
88	<b>Net</b>		<b>\$702,780</b>	<b>(\$41,801)</b>	<b>(\$46,042)</b>	<b>(\$169,534)</b>	<b>\$751,107</b>	<b>(\$28,323)</b>		<b>\$0</b>		

	A	B	C	D	E	F	G	H	I
1	<b>ACRL Annual Conf. Precons</b>		<b>FY2023</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Notes</b>	<b>2022 Budget</b>
3	4200	REGISTRATION FEES	8,540	7,875			0	No preconference in 2021. Based on one full-day preconference	\$0
4	<b>Revenues</b>		<b>\$8,540</b>	<b>\$7,875</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
5									
6	5000	SALARIES & WAGES	1,876	2,686	11,955	7,199	2,056	Salaries at % of ACRL total listed in salary matrix	\$2,491
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES							
9	5005	ATTRITION FACTOR					(599)		\$0
10	5009	ACCRUED VACATION WAGES							\$0
11	5010	EMPLOYEE BENEFITS	573	806	3,683	2,242	673	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$797
12	5122	BANK S/C	244					Bank Fees	\$0
13	5150	MESSENGER SERVICE						Messenger service	\$0
14	5151	DUPLICATION/OUTSIDE							
15	5210	TRANSPORTATION						No transportation as staff already traveling for Annual Conference	\$0
16	5212	LODGING & MEALS						No lodging and meals as staff already traveling for Annual Conference	\$0
17	5300	FACILITIES RENT						No facility rental expenses as workshops will be held in conjunction with ALA Annual Conference	\$0
18	5301	CONFERENCE EQUIPMENT RENTAL	1,032						\$0
19	5302	MEAL FUNCTIONS	1,241	850				42 (includes participants and speaker) @ 2 breaks @ \$15 per break = \$1,260	\$0
20	5303	EXHIBITS							\$0
21	5304	SPEAKER/GUEST EXPENSE	1,443	581				2 speakers @ one night's lodging @ \$200 and one day's per diem @ \$50. Total = \$500	\$0
22	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR		2,773				Audiovisual equipment, AV @ \$1500	\$0
23	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						Internet connection, comp at convention center	\$0
24	5402	PRINTING-OUTSIDE						Printing (photocopying of conference materials): presenters provide handouts for reimbursement	\$0
25	5500	SUPPLIES/OPERATING		6				Supplies	\$0
26	5530	DEPRECIATION F/E	8	9	81	49	12		\$0
27	5543	BAD DEBT EXPENSE	175	175	175		(525)	Bad Debt 1% of revenue	\$0
28	5560	ORG SUPPORT/CONTRIBUTION							\$0
29	5599	MISC EXPENSE	117	110	433	115	27	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.	\$166
30	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
31	5911	IUT/OVERHEAD	2,255	2,079				IUT General overhead as supplied by ALA Planning and Budgeting	\$0
32	5998	IUT/ALLOCATIONS							\$0
33	5600	TAXES/INCOME							
34	<b>Expenses</b>		<b>8,964</b>	<b>10,075</b>	<b>16,327</b>	<b>9,605</b>	<b>1,644</b>		<b>\$3,454</b>
35									
36	<b>Net</b>		<b>(424)</b>	<b>(2,200)</b>	<b>(16,327)</b>	<b>(9,605)</b>	<b>(1,644)</b>		<b>(\$3,454)</b>

	A	B	C	D	E	F	G	H	I	J	
1	<b>ACRL IIL Immersion National</b>		<b>FY2023</b>	<b>3830</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>	
			142,705	196,635	172,155			\$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	OVRHD-EXMPT REVENUE/DIVISIONS	22,598	35,413	49,910	305	0	\$30,070	Revenue for IMMERSION dorm lodging: 85 participants @ \$500 p	\$30,070	
5	4430	MISCELLANEOUS FEES						\$0		\$0	
6	4490	MISCELLANEOUS REVENUE						\$0		\$0	
7	<b>Revenues</b>		<b>\$165,303</b>	<b>\$232,048</b>	<b>\$222,065</b>	<b>\$305</b>	<b>\$0</b>	<b>\$200,645</b>		<b>\$200,645</b>	
8											
9	5000	SALARIES & WAGES	9,751	20,621	15,799	8,888	1,653	\$18,734	Salaries calculated at % listed in salary matrix.	\$17,853	
10	5001	WAGES/TEMPORARY EMPLOYEES									
11	5002	OVERTIME WAGES						\$0		\$0	
12	5005	ATTRITION FACTOR					(482)	\$0		\$0	
13	5009	ACCRUED VACATION WAGES						\$0		\$0	
14	5010	EMPLOYEE BENEFITS	2,980	6,186	4,867	2,768	541	\$6,344	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,713	
15	5110	PROFESSIONAL SERVICES	4,000		3,057			\$0	Registration instead of competitive application process, eShow application system not needed	\$0	
16	5120	LEGAL FEES						\$0		\$0	
17	5121	AUDIT/TAX FEES						\$0		\$0	
18	5122	BANK S/C	4,643	7,167	6,478	1,883		\$5,117	Bank Charges on credit cards.	\$5,117	
19	5130	LOBBYING / CONSULTING									
20	5140	EQUIP/FURN REPAIRS						\$0		\$0	
21	5141	MAINTENANCE AGREEMENTS									
22	5150	MESSENGER SERVICE	185	238	55			\$350	Messenger service	\$350	
23	5151	DUPLICATION/OUTSIDE						\$0		\$0	
24	5210	TRANSPORTATION	13,020	895	1,411	(545)		\$525	Travel-out-of-town: vicinity travel @ \$150	\$525	
			38,059	79,546	69,388			\$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	Entertainment: Thursday night happy hour	\$5,500	
27	5300	FACILITIES RENT	14,939	8,115	17,700			\$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	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</b>		<b>FY2023</b>	<b>3830</b>								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget		
29	5302	MEAL FUNCTIONS	16,985	(294)	15,043			\$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		
31	5304	SPEAKER/GUEST EXPENSE	7,581	7,157	10,220	(110)		\$8,900	Faculty expenses	\$7,500		
32	5305	SPEAKER/GUEST HONORARIUM	21,000	34,250	21,250			\$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)	Contra-expense for Immersion scholarship awards	(\$10,000)		
34	5402	PRINTING-OUTSIDE	257	4,426	2,738	40		\$5,000	Printing, notebook production	\$5,000		
35	5420	COPYRIGHT FEES		1,687	499			\$1,000	Copyright fees	\$1,000		
36	5031	STAFF DEVELOPMENT		415				\$0		\$0		
37	5500	SUPPLIES/OPERATING	981	5,630	436	1,192		\$2,700	Closing plenary materials/other supplies @ \$1500	\$1,500		
38	5525	UTILITIES						\$0		\$0		
39	5530	DEPRECIATION F/E	42	69	108	61	9	\$0		\$0		
40	5541	COLLECTION EXPENSE										
41	5543	BAD DEBT EXPENSE	147	147	147		(441)	\$147	Bad Debt	\$147		
42	5599	MISC EXPENSE	609	848	573	142	22	\$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.	\$1,186		
43	5909	IUT/DIST CTR				3		\$0	IUT-Distribution	\$0		
44	5910	IUT/REPRO CTR						\$50	IUT-Reprographics	\$50		
45	5940	IUT/REGISTRATION PROCESSING	664	(625)				\$742	Registration processing	\$742		
46	5941	IUT/CHOICE						\$0		\$0		
47	5942	IUT/ADVERTISING						\$0		\$0		
48	5999	IUT/MISC		(8,475)				\$0		\$0		
49	5911	IUT/OVERHEAD	37,674	51,912	45,621			\$53,171	IUT General overhead at ALA rate	\$53,171		
50	5998	IUT/ALLOCATIONS						\$0		\$0		
51	5600	TAXES/INCOME										
52	<b>Expenses</b>		<b>\$162,173</b>	<b>\$222,813</b>	<b>\$212,324</b>	<b>\$14,322</b>	<b>\$1,303</b>	<b>\$194,826</b>		<b>\$192,827</b>		
53												
54	<b>Net</b>		<b>\$3,130</b>	<b>\$9,235</b>	<b>\$9,741</b>	<b>(\$14,017)</b>	<b>(\$1,303)</b>	<b>\$5,819</b>		<b>\$7,818</b>		

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Friends of ACRL</b>		<b>FY2023</b>		<b>3831</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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	42,078	13,710	\$32,717	Salaries calculated at % listed in salary matrix	\$16,663
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR					(3,995)	\$0		\$0
10	5009	ACCRUED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS	10,384	10,689	27,113	13,105	4,491	\$11,080	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,332
12	5014	ANNUITY/EMPLOYER CONTRIBUTION								
13	5122	BANK S/C	582	637	752	1,074	495	\$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			\$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
16	5500	SUPPLIES/OPERATING	168					\$0		\$0
17	5523	POSTAGE/E-MAIL			536	97		\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Friends of ACRL FY2023 3831</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
18	5525	UTILITIES						\$0		\$0
19	5530	DEPRECIATION F/E	147	119	600	287	78	\$0		\$0
20	5531	DEPRECIATION BUILDING						\$0		\$0
21	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS						\$0		\$0
22	5533	DO NOT USE N/S Intangible Assets								
23	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
24	5599	MISC EXPENSE	2,124	1,466	3,190	673	181	\$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.	\$1,107
25	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
26	5909	IUT/DIST CTR	540	522	372	218		\$0	IUT-Distribution	\$0
27	5910	IUT/REPRO CTR		19	182			\$0	IUT-Reprographics	\$0
28	5999	IUT/MISC						\$0		\$0
29	5911	IUT/OVERHEAD						\$0		\$0
30	5998	IUT/ALLOCATIONS						\$0		\$0
31	5600	TAXES/INCOME								
32		<b>Expenses</b>	<b>\$60,245</b>	<b>\$65,357</b>	<b>\$129,998</b>	<b>\$57,532</b>	<b>\$14,960</b>	<b>\$47,721</b>		<b>\$33,852</b>
33										
34		<b>Net</b>	<b>(\$60,245)</b>	<b>(\$65,357)</b>	<b>(\$129,998)</b>	<b>(\$57,532)</b>	<b>(\$14,960)</b>	<b>(\$47,721)</b>		<b>(\$33,852)</b>





	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Immersion Licensing</b>		<b>FY2023</b>		<b>3834</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES						\$25,000	Licensed Immersion Program TBD for FY23	\$0
4	4490	MISCELLANEOUS REVENUE						\$0		\$0
5	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>		<b>\$0</b>
6										\$0
7	5000	SALARIES & WAGES						\$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
11	5009	ACCRUED VACATION WAGES						\$0		\$0
12	5010	EMPLOYEE BENEFITS						\$1,184	Benefits	\$0
13	5122	BANK S/C						\$0	Bank Charges on credit cards.	\$0
14	5150	MESSENGER SERVICE						\$250	Messenger service, shipping materials (standards, certificates, boxes of "stuff") to regional site.	\$0
15	5151	DUPLICATION/OUTSIDE								
16	5210	TRANSPORTATION	848					\$0	Travel out of town (not needed, regional host)	\$0
17	5212	LODGING & MEALS						\$0	Lodging and meals -- assuming local attendees so lodging and meals (other than morning and afternoon refreshment breaks) would be on own	\$0
18	5300	FACILITIES RENT						\$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
19	5301	CONFERENCE EQUIPMENT RENTAL						\$0	Equipment rental: data projector, screen, flipcharts, power cords provided on a complimentary basis by host institution	\$0
20	5302	MEAL FUNCTIONS						\$0	Meal functions: morning and afternoon refreshment breaks provided by regional host.	\$0
21	5303	EXHIBITS						\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Immersion Licensing</b>		<b>FY2023</b>		<b>3834</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
22	5304	SPEAKER/GUEST EXPENSE	0			2,238		\$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	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	Notebook printing @ approx. \$15 per notebook x 56 participants plus faculty and file copies. \$500 misc. printing cushion.	\$0
25	5420	COPYRIGHT FEES						\$175	Copyright fees: Immersion notebook readings (Copyright Clearance Center)	\$0
26	5500	SUPPLIES/OPERATING						\$1,500	56 binders/dividers @ \$1,000; Misc supplies (swag) @ \$500.	\$0
27	5522	TELEPHONE/FAX						\$0	Telephone (for dial in access at presentation)	\$0
28	5523	POSTAGE/E-MAIL						\$0	Invitation to Apply, e-mail registration packet and brochure	\$0
29	5543	BAD DEBT EXPENSE						\$0	Bad Debt	\$0
30	5599	MISC EXPENSE						\$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	IUT-Reprographics	\$0
32	5911	IUT/OVERHEAD						\$3,313	License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting	\$0
33	5998	IUT/ALLOCATIONS						\$0		\$0
34	5600	TAXES/INCOME								\$0
35	<b>Expenses</b>		<b>848</b>	<b>0</b>	<b>3,750</b>	<b>2,238</b>	<b>0</b>	<b>\$19,884</b>		<b>\$0</b>
36										
37	<b>Net</b>		<b>(848)</b>	<b>0</b>	<b>(3,750)</b>	<b>(2,238)</b>	<b>0</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 3835</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4400	DONATIONS/HONORARIA	16,300	15,800	14,000	500	600	\$14,000	Donations for Annual Conference programs and poster sessions/receptions budgeted at more typical donation rate.	\$14,000
4		<b>Revenues</b>	<b>\$16,300</b>	<b>\$15,800</b>	<b>\$14,000</b>	<b>\$500</b>	<b>\$600</b>	<b>\$14,000</b>		<b>\$14,000</b>
5										
6	5000	SALARIES & WAGES	16,001	11,456	15,604	17,864	2,348	\$9,842	Salaries @ % listed in the salary matrix	\$2,856
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR					(684)	\$0		\$0
10	5009	ACCRUED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS	4,890	3,437	4,807	5,564	769	\$3,333	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$914
12	5122	BANK S/C	14	29		\$14	29	\$0		\$0
13	5302	MEAL FUNCTIONS	4,984	11,516	9,734			\$10,000	Catering at programs and poster sessions/receptions (offset by donations)	\$10,000
14	5350	PROGRAM ALLOCATION	16,956	8,065	10,278	2,539	3,600	\$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.	\$13,850
15	5402	PRINTING-OUTSIDE						\$0	Share of this project's printing costs for Annual Conference Programs and meetings C&RL News insert	\$0
16	5530	DEPRECIATION F/E	69	38	106	122	13	\$0		\$0
17	5599	MISC EXPENSE	1,000	471	566	286	31	\$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.	\$190
18	5909	IUT/DIST CTR	6					\$0		\$0
19	5910	IUT/REPRO CTR			28			\$0		\$0
20	5600	TAXES/INCOME								
21		<b>Expenses</b>	<b>\$43,920</b>	<b>\$35,012</b>	<b>\$41,123</b>	<b>\$26,389</b>	<b>\$6,105</b>	<b>\$37,589</b>		<b>\$27,810</b>
22										
23		<b>Net</b>	<b>(\$27,620)</b>	<b>(\$19,212)</b>	<b>(\$27,123)</b>	<b>(\$25,889)</b>	<b>(\$5,505)</b>	<b>(\$23,589)</b>		<b>(\$13,810)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Scholarships</b>		<b>FY2023</b>		<b>3838</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</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
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR						\$0		\$0
10	5009	ACCRUED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS						\$0		\$0
			81,270	28,295	82,580			\$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 funding two scholars.): 3 scholars x \$8,500 = \$25,500. Online learning scholarships @ \$1,000. Budgeted from ACRL's net asset balance	<b>\$99,500</b>
12	5306	AWARDS				\$2,500				
13	5940	IUT/REGISTRATION PROCESSING		4,075				\$0		\$0
14	5999	IUT/MISC		8,475				\$0		\$0
15	5911	IUT/OVERHEAD						\$0		\$0
16	5998	IUT/ALLOCATIONS						\$0		\$0
17	5600	TAXES/INCOME								
18	<b>Expenses</b>		<b>\$81,270</b>	<b>\$40,845</b>	<b>\$82,580</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$37,000</b>		<b>\$99,500</b>
19										
20	<b>Net</b>		<b>(81,270)</b>	<b>(40,845)</b>	<b>(82,580)</b>	<b>(2,500)</b>	<b>0</b>	<b>(\$37,000)</b>		<b>(\$99,500)</b>

## Choice FY23 Budget Reconciliation Memo

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**To:** ACRL Budget and Finance Committee

**From:** Rachel Hendrick, Interim Choice Editor and Publisher

**Date:** 20 May 2022

The Choice FY23 budget anticipates a decline in subscription and print advertising revenue and an increase in revenue from webinars, newsletters, and sponsored content. This year we will launch a new content vertical around the subject of technology in libraries, a content area that will open Choice up to new audiences and new advertisers. Due to budget constraints we have elected to put most of our meager funds for this project (\$19,480) towards content creation rather than infrastructure. The expected advertising revenue is \$15,000. This content vertical will lean on our strengths—ad sales and digital publishing—while we continue to attempt to offset our weaknesses.

### REVENUE

Choice continues to find success in our digital advertising and sponsored content programs and revenue for FY23 is budgeted \$103,259 more than FY22. In the coming year this program will be bolstered by a new content stream scheduled to launch in the fall. Subscriptions for all our products (*Choice* magazine, *Choice Reviews*, and *Choice Reviews on Cards*) continue to decline while our remainder book sales and other miscellaneous income also took a hit during the pandemic. Income from royalties remains relatively flat. Overall, we forecast revenue to be better than the FY22 budget with most of this growth coming from digital advertising, sponsored content, and webinars.

Item	FY23B	FY22B	Var
Subscriptions Revenue	900,041	1,010,750	(110,709)
Advertising Revenue	812,944	709,684	103,260
Licensing Revenue	476,210	466,510	9,700
Misc Sales Revenue	12,200	14,500	(2,300)
Misc Revenue	50,000	45,000	5,000
<b>TOTAL REVENUE</b>	<b>2,251,395</b>	<b>2,246,444</b>	<b>4,951</b>

### EXPENSES

At Choice we continue to watch expenses and look for places to save money. Last year our part-time copy editor retired and we elected not to rehire that position, relying instead on freelance help. Choice cut a further \$9,532 in discretionary expenses (travel and professional services), which is reflected in this budget. We expect to transfer \$35,697 from our endowment in FY23 (reflected in indirect expenses).

Item	FY23B	FY22B	Var
Payroll and Related Expenses	1,598,082	1,632,529	(34,447)
Outside Services	102,939	74,281	28,658
Travel and Related Expenses	8,250	6,700	1,550
Meetings and Conferences	0	13,000	(13,000)
Publication-related Expenses	287,440	246,975	40,465
Operating Expenses	141,437	206,359	(64,922)
<b>TOTAL DIRECT EXPENSES</b>	<b>2,138,148</b>	<b>2,179,844</b>	<b>(41,696)</b>
<b>TOTAL INDIRECT EXPENSES</b>	<b>(29,108)</b>	<b>(37,348)</b>	<b>8,240</b>

Overhead	298,310	287,654	10,656
Liberty Square Allocations	25,500	16,240	9,260
<b>TOTAL OVERHEAD</b>	<b>323,810</b>	<b>313,894</b>	<b>9,916</b>

<b>TOTAL EXPENSES</b>	<b>2,432,850</b>	<b>2,456,390</b>	<b>(23,540)</b>
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#### SUMMING UP

Although Choice continues a program of austerity and cost cutting, subscription revenue from our review products continues to decline and is not entirely replaced by the advertising revenue increases in digital and sponsored content. We are hopeful the launch of our new content vertical will help us to make up that revenue deficit. Despite our financial worries, Choice is budgeted to contribute \$323,810 to the ALA general fund on top of the cost of maintaining a separate office space in Middletown, Connecticut.

Item	FY23B	FY22B
<b>TOTAL REVENUE</b>	<b>2,251,395</b>	<b>2,246,444</b>
<b>TOTAL EXPENSES</b>	<b>2,432,850</b>	<b>2,456,390</b>
<b>NET REVENUES</b>	<b>(181,455)</b>	<b>(209,945)</b>

404 FY23 CHOICE Budget at a Glance

5/20/2022

3d Close

		FY23B	FY22B	FY21	FY20	FY19	FY18	FY17
<b>TOTAL REVENUES</b>		2,251,394	2,246,444	2,390,898	2,435,931	2,520,864	2,813,284	2,940,493
<b>TOTAL EXPENSES</b>		2,432,850	2,456,389	2,297,847	2,420,453	2,698,854	2,945,285	3,055,258
<b>NET REVENUES</b>		(181,455)	(209,945)	93,051	15,478	(177,990)	(132,001)	(114,765)
<b>REVENUE</b>								
<b>SUBSCRIPTIONS</b>								
3900	4110 Choice magazine	232,934	263,500	301,761	413,039	387,925	429,171	445,608
3901	4110 Reviews on Cards	46,963	55,250	63,807	74,101	92,677	100,070	116,186
	Subtotal: Choice Print	279,897	318,750	365,568	487,140	480,602	529,241	561,794
3913	4110 Choice Reviews	495,144	529,000	590,636	572,901	651,630	678,076	684,248
	Subtotal: All Choice	775,041	847,750	956,204	1,060,041	1,132,232	1,207,317	1,246,042
3905	4110 Resources for College Libraries	125,000	130,000	114,391	122,282	132,798	138,545	147,579
3918	4110 ccAdvisor (Choice)	0	33,000	14,719	26,577	41,100	32,130	0
	<b>4110 TOTAL SUBSCRIPTIONS</b>	<b>900,041</b>	<b>1,010,750</b>	<b>1,085,314</b>	<b>1,208,900</b>	<b>1,306,130</b>	<b>1,377,992</b>	<b>1,393,621</b>
<b>ADVERTISING &amp; SPONSORED CONTENT</b>								
3904	4143 Mobile app gross (Choice)	0	0	0	0	0	8,564	17,692
	4610 Commissions	0	0	0	0	0	(101)	(1,235)
	<b>Mobile app net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,463</b>	<b>16,457</b>
3907	4140 Choice magazine	120,000	150,000	142,683	230,789	266,090	352,534	439,984
	4611 Commissions and agency fees	(5,400)	(6,750)	(6,769)	(10,179)	(7,804)	(10,856)	(17,239)
	<b>Choice magazine net</b>	<b>114,600</b>	<b>143,250</b>	<b>135,914</b>	<b>220,610</b>	<b>258,286</b>	<b>341,678</b>	<b>422,745</b>
3913	4143 Choice Reviews gross	40,000	35,000	45,400	60,025	146,775	183,340	196,813
	4610 Commissions	(1,800)	(1,575)	(2,257)	(1,556)	(5,407)	(5,601)	(7,743)
	<b>Choice Reviews net</b>	<b>38,200</b>	<b>33,425</b>	<b>43,143</b>	<b>58,469</b>	<b>141,368</b>	<b>177,739</b>	<b>189,070</b>
3914	4140 Content marketing: WP/CS	60,000	60,000	45,105	25,000	51,100	40,000	0
	4143 Content marketing: Podcasts	45,000	35,000		17,495		15,500	0
	4143 Content marketing: eBlasts	240,000	140,000	305,835	121,216	see 3913	see 3913	see 3913
	4143 Content marketing: Newsletters and Other		60,000		51,950	see 3913	see 3913	see 3913
	4610 Digital commissions	(12,825)	(10,575)	(16,589)	0	0	0	0
	4611 Print commissions	(2,700)	(2,700)	(3,791)	(11,464)	(2,705)	(4,028)	0
	<b>Choice content marketing net</b>	<b>329,475</b>	<b>281,725</b>	<b>330,560</b>	<b>204,196</b>	<b>48,395</b>	<b>51,472</b>	<b>0</b>
3918	4143 ccAdvisor gross (Choice)	0	5,000	1,850	6,630	12,826	12,323	0
	4610 Commissions	0	(225)	(196)	(212)	(647)	(506)	0
	<b>ccAdvisor net</b>	<b>0</b>	<b>4,775</b>	<b>1,654</b>	<b>6,418</b>	<b>12,179</b>	<b>11,817</b>	<b>0</b>
3919	4143 Choice360	70,000	35,000	0	0	0	0	0
	4610 Commissions	(3,150)	(1,575)	0	0	0	0	0
	<b>Choice360 Net</b>	<b>66,850</b>	<b>33,425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>4140 Print Advertising Gross</b>	<b>180,000</b>	<b>210,000</b>	<b>187,788</b>	<b>273,284</b>	<b>317,190</b>	<b>392,534</b>	<b>439,984</b>
	<b>4143 Digital Advertising Gross</b>	<b>395,000</b>	<b>310,000</b>	<b>353,085</b>	<b>239,820</b>	<b>159,601</b>	<b>219,727</b>	<b>214,505</b>
	<b>Subtotal x webinars</b>	<b>575,000</b>	<b>520,000</b>	<b>540,873</b>	<b>513,104</b>	<b>476,791</b>	<b>612,261</b>	<b>654,489</b>
	<b>4611 Sales Commission: Print</b>	<b>(20,531)</b>	<b>(19,491)</b>	<b>(26,558)</b>	<b>(32,031)</b>	<b>(17,011)</b>	<b>(19,138)</b>	<b>(24,598)</b>
	<b>4610 Sales Commission: Digital</b>	<b>(17,775)</b>	<b>(13,950)</b>	<b>(19,042)</b>	<b>(1,768)</b>	<b>(6,054)</b>	<b>(6,208)</b>	<b>(8,978)</b>
	<b>Subtotal Commissions</b>	<b>(38,306)</b>	<b>(33,441)</b>	<b>(45,600)</b>	<b>(33,799)</b>	<b>(23,065)</b>	<b>(25,346)</b>	<b>(34,613)</b>
	<b>Total Advertising x Webinars</b>	<b>536,694</b>	<b>486,559</b>	<b>495,273</b>	<b>479,305</b>	<b>453,785</b>	<b>586,915</b>	<b>619,876</b>
3909	4105 Webinars gross (Choice)	276,250	223,125	282,532	191,195	145,325	106,675	105,600
	4611 Webinar commissions	(12,431)	(10,041)	(15,998)	(10,388)	(6,443)	(4,254)	(7,359)
	<b>Webinars net</b>	<b>263,819</b>	<b>213,084</b>	<b>266,534</b>	<b>180,807</b>	<b>138,882</b>	<b>102,421</b>	<b>98,241</b>
	<b>TOTAL ADVERTISING &amp; SPONSORED CONTENT</b>	<b>812,944</b>	<b>709,684</b>	<b>777,805</b>	<b>670,500</b>	<b>599,110</b>	<b>693,590</b>	<b>725,476</b>
<b>ROYALTIES</b>								
3900	4421 Choice (CCC, reprints, etc.)	500	1,300	403	680	1,370	931	6,189
3902	4421 Choice reviews	465,710	455,210	465,663	486,539	513,321	514,160	561,853
3905	4421 Resources for College Libraries	10,000	10,000	10,000	18,000	7,000	15,000	78,500
	<b>TOTAL ROYALTIES</b>	<b>476,210</b>	<b>466,510</b>	<b>476,066</b>	<b>505,219</b>	<b>521,691</b>	<b>530,091</b>	<b>646,542</b>
<b>MISCELLANEOUS SALES</b>								
3900	4109 Misc. Sales	200	2,500	41	2,589	158	1,847	5,638
3905	4109 RCL Reimbursement	0	See 3905	See 3905	See 3905	See 3905	79,713	82,090
3913	4109 EBSCO affiliate fee	12,000	12,000	12,000	12,000	12,000	12,000	0
	<b>TOTAL MISC SALES</b>	<b>12,200</b>	<b>14,500</b>	<b>12,041</b>	<b>14,589</b>	<b>12,158</b>	<b>93,560</b>	<b>87,728</b>
<b>MISCELLANEOUS REVENUE</b>								
3900	4490 Remaindered books	50,000	45,000	39,672	36,723	81,775	118,051	87,126
	<b>TOTAL MISC REVENUE</b>	<b>50,000</b>	<b>45,000</b>	<b>39,672</b>	<b>36,723</b>	<b>81,775</b>	<b>118,051</b>	<b>87,126</b>
<b>TOTAL REVENUES</b>		<b>2,251,394</b>	<b>2,246,444</b>	<b>2,390,898</b>	<b>2,435,931</b>	<b>2,520,864</b>	<b>2,813,284</b>	<b>2,940,493</b>
<b>EXPENSES</b>								
	Payroll and Related Expenses	1,598,082	1,632,529	1,475,795	1,508,575	1,665,237	1,618,841	1,586,901
	Outside Services	102,939	74,281	116,425	86,062	101,658	187,180	322,293
	Travel and Related Expenses	8,250	6,700	219	10,271	41,543	38,949	48,575
	Meetings and Conferences	0	13,000	0	1,250	11,771	13,658	12,495
	Publication-related Expenses	287,440	246,975	259,216	274,467	260,373	303,821	308,158
	Operating Expenses	141,437	206,359	178,321	245,416	308,930	421,091	394,287
	<b>TOTAL DIRECT EXPENSES</b>	<b>2,138,148</b>	<b>2,179,844</b>	<b>2,029,976</b>	<b>2,126,041</b>	<b>2,389,512</b>	<b>2,583,540</b>	<b>2,672,709</b>
	<b>TOTAL INDIRECT EXPENSES</b>	<b>(29,108)</b>	<b>(37,348)</b>	<b>(55,905)</b>	<b>(57,597)</b>	<b>(63,083)</b>	<b>(59,354)</b>	<b>(55,257)</b>
	IUT/Overhead	298,310	297,654	298,491	322,761	334,014	371,353	388,206
	IUT/Allocations (Liberty Square)	25,500	16,240	25,285	29,248	38,411	49,746	55,905
	UBIT	0	0	0	0	0	0	(6,305)
	<b>TOTAL OVERHEAD</b>	<b>323,810</b>	<b>313,894</b>	<b>323,776</b>	<b>352,009</b>	<b>372,425</b>	<b>421,099</b>	<b>437,806</b>
<b>TOTAL EXPENSES</b>		<b>2,432,850</b>	<b>2,456,389</b>	<b>2,297,847</b>	<b>2,420,453</b>	<b>2,698,854</b>	<b>2,945,285</b>	<b>3,055,258</b>

FY23B

DESCRIPTION	#	ADMIN	CHOICE	REVIEWS ON	REVIEW	CHOICE MOBILE	RCL	ADV SALES	ADV SALES	WEBINARS	MARKETING &	CHOICE	CONTENT	PLANT	CC ADVISOR	C360	LTJ	TOTAL
		0000	MAGAZINE	CARDS	LICENSING	APP	0305	CHOICE	ACRL	0309	PUBLICITY	REVIEWS	MARKETING	0317	0318	0319	0321	
Sales/Pamphlets	4101																	0
Sales/Audiovisual	4102																	0
Sales/On-line	4103																	0
Sales/Rental-Mail Lists	4104																	0
Sales/Webinars, Webcasts, Web CE	4105									276,250								276,250
Sales/ALA Store	4108																	0
Sales/Miscellaneous	4109		200									12,000						12,200
Subtotal-Other Sales		0	200	0	0	0	0	0	0	276,250	0	12,000	0	0	0	0	0	288,450
Subscriptions	4110		232,934	46,963				125,000				495,144						900,041
Subtotal-Subscriptions		0	232,934	46,963	0	0	125,000	0	0	0	0	495,144	0	0	0	0	0	900,041
Advertising/Gross	4140							120,000					60,000					180,000
Advertising/Classified	4142																	0
Advertising/Online	4143						0					40,000	280,000			70,000		390,000
Comm/Online Advertising	4150						0					(1,800)	(12,825)			(8,150)		(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	0	114,600	0	(12,431)	0	38,200	329,475	0	0	66,850	0	536,694
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	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	0	0	0	0	0	0
Donations/Honoraria	4400																	0
Interest/Dividends	4420																	0
Royalties-Exempt	4421		500		465,710		10,000											476,210
LT Invest. Gain/Loss-Realized	4422																	0
LT Invest. Gain/Loss-Unrealized	4423																	0
Overhd-exempt Rev./Division	4429																	0
Royalties-Non-Exempt	4430																	0
Misc. Fees/Revenues	4490		50,000		465,710		10,000											50,000
Subtotal-Misc		0	50,500	0	465,710	0	10,000	0	0	0	0	0	0	0	0	0	0	526,210
<b>TOTAL REVENUES</b>		<b>0</b>	<b>283,634</b>	<b>46,963</b>	<b>465,710</b>	<b>0</b>	<b>135,000</b>	<b>114,600</b>	<b>0</b>	<b>263,819</b>	<b>0</b>	<b>545,344</b>	<b>329,475</b>	<b>0</b>	<b>0</b>	<b>66,850</b>	<b>0</b>	<b>2,251,594</b>
Salaries & Wages	5000		1,112,622	0	0	0	73,952	40,052	0	0	0	0	0	0	0	0	0	1,226,626
Temp Employees-In-House	5001		8,580	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,580
Overtime/Wages	5002		0	0	0	0	0	3,500	0	0	0	0	0	0	0	0	0	3,500
Attrition Factor	5005																	0
Accrued Vacation	5009																	0
Employee Benefits	5010		324,725	0	0	0	23,189	11,462	0	0	0	0	0	0	0	0	0	359,376
Tuition Reimbursement	5015																	0
Prof Memberships	5016																	0
Payroll & Related Exp.		1,445,927	0	0	0	0	97,141	55,014	0	0	0	0	0	0	0	0	0	1,598,082
Temp Employee/Outside	5100		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Services	5110		37,800	3,000	0	0	(51,500)	0	0	0	0	17,500	0	0	0	0	0	50,800
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	5154																	0
Duplication/Outside	5155		63,434	3,000	0	0	(51,500)	0	0	0	0	17,500	27,025	0	0	43,480	0	102,939
Transportation	5210		1,350	0			0	630	270	0	0	0	0	0	0	0	0	2,250
Lodging & Meals	5212		3,300	0			0	1,540	660	0	0	0	0	0	0	0	0	5,500
Entertainment	5214		0	0			0	0	0	0	0	0	0	0	0	0	0	0
Business Meetings	5216		0	0			0	390	190	0	0	0	0	0	0	0	0	500
Travel and Related Expenses		4,650	0	0	0	0	0	2,520	1,080	0	0	0	0	0	0	0	0	8,250
Facilities Rent	5300																	0
Conference Equipment Rental	5301																	0
Meal Functions	5302																	0
Exhibits	5303																	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	0
Edit/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							1,200							112,700
Binding-O/S	5403																	0
Design Service-O/S	5404								0	0	0	5,000				1,000		6,000
Review Service	5406																	0
Mail Service-O/S	5410		16,400	6,200														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
Adv Production Cost	5416																	0
Copyright Fees	5420							400										400
Web Operating Expenses	5430		0	4,800	0	0	0	0				54,000			3,990			62,790
Webinars/Webcasts/Web CE Exp	5431									6,000								6,000
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	0	6,000	9,150							



DESCRIPTION	#	0000	3900	3901	3902	3904	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
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											(135,697)
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						0		(1,206)	(2,971)	0							(4,177)
IUT-Misc.	5999	0																0
Total IUTs		10,766	0	0	0	0	0	0	(1,206)	(2,971)	0	0	0	0	0	0	0	(35,697)
Total Direct Expenses		1,593,301	181,824	40,004	9,517	0	45,641	57,828	0	3,029	20,550	66,072	18,032	57,075	0	51,864	(35,697)	2,109,040
Contribution Margin		(1,593,301)	101,810	6,958	456,193	0	89,359	56,772	0	260,790	(20,550)	479,272	311,443	(57,075)	0	14,986	35,697	142,354
IUT-General Overhead	5911		37,582	6,223	61,707	0	17,888	15,185		34,956		72,258	43,655			8,858		298,310
Total Expenses Excl. Alloc.		1,593,301	219,406	46,227	71,224	0	63,529	73,012	0	37,985	20,550	138,330	61,687	57,075	0	60,722	(35,697)	2,407,850
IUT-Allocations	5998													25,500				25,500
Total Exp. Incl. OH & Alloc.		1,593,301	219,406	46,227	71,224	0	63,529	73,012	0	37,985	20,550	138,330	61,687	82,575	0	60,722	(35,697)	2,432,850
Net Rev/(Exp) Before Taxes		(1,593,301)	64,228	736	394,486	0	71,472	41,588	0	225,834	(20,550)	407,014	267,788	(82,575)	0	6,128	35,697	(181,455)
Taxes/Income	5600	0	0			0	0	0		0		0			0	0		0
TOTAL EXPENSES INCLUDING TAXES		1,593,301	219,406	46,227	71,224	0	63,529	73,012	0	37,985	20,550	138,330	61,687	82,575	0	60,722	(35,697)	2,432,850
Net Rev/(Exp) After Taxes		(1,593,301)	64,228	736	394,486	0	71,472	41,588	0	225,834	(20,550)	407,014	267,788	(82,575)	0	6,128	35,697	(181,455)

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

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

LINE # LINE ITEM DESCRIPTION

		All Choice	% this Project	0000	FY23B
5000	Salaries & Wages	\$ 1,243,791	0.00%	\$ 1,112,622	1,112,622

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

5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk		\$0	
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		Rate	Benefits	
5010	Employee Benefits	Staff 31.50%	\$324,725	
		Temps 15.00%	\$0	
			\$324,725	324,725

5016	Prof Memberships	Professional association memberships		\$0	0
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**Subtotal - Payroll & Related Expense \$1,445,927**

		Position	Hours	Avg Rate	FY23B
5100	Temp Employee/Outside	Totals			\$0
					\$0
					\$0

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

5122	Bank Service Fees	Bank service fees on CHOICE accounts--ALL PROJECTS go here	2.85%	FY23B \$9,000	9,000
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		Description	FY23B
5140	Repairs/Maintenance	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
			\$0
			\$0
			\$ 16,634

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

LINE #	LINE ITEM DESCRIPTION		Subtotal - Outside Services	63,434
			Conference	FY23B
			SPOS	\$0
		\$450	Charleston	\$450
			ALA Annual	\$450
			ACRL Biannual Con	\$450
			Other	\$0
5210	Transportation			\$1,350
				1,350
			Conference	FY23B
			SPOS	\$0
		\$1,100	Charleston	\$1,100
			ALA Annual	\$1,100
			ACRL Biannual Con	\$1,100
			Other	\$0
5212	Lodging & Meals			\$3,300
				3,300
5214	Entertainment			\$0
				\$0
5216	Business Meetings	Includes conference registrations (except 3918)		\$0
				\$0
				0
			Subtotal - Travel and Related Expenses	\$ 4,650
5430	Web Operating Expenses			\$0
				\$ -
				0
			Subtotal - Publication-Related Expenses	\$ -
5030	Staff Recruitment/Relocation	Item	#	Est. Cost
		Recruiting expense/local searches	0	\$1,000
		Recruiting expense/national searches	0	\$7,500
		Total		\$0
5031	Staff Development			\$0
				0

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

LINE #	LINE ITEM DESCRIPTION					FY23B	
5500	Supplies/Operating	General office supplies, e.g. paper, file folders				\$7,000	7,000
5501	Equipment/Software-Minor	Small office equipment & software	Seats	Months	Rate	FY23B	
		X-Tags			\$	400	
		Freshdesk			\$	1,440	
		SendPro Pitney Bowes			\$	60	
					\$	3,500	
					\$	5,400	5,400
5520	Equipment Rental/Lease		#	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	
					\$85	\$3,684	3,684
5522	Telephone & Fax/O/S					FY23B	
		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	9,780
5523	Postage & E-Mail/O/S					FY23B	
		Comcast primary		intranet		\$ 19,200	
		Comcast secondary		backup wifi		\$ 2,460	
		FedEx				\$ 1,000	
		Postage mailing books, etc.				\$ 20,000	
		Total				\$42,660	42,660
5530	Depr/Furn & Equipment	Charge servers and laptops to line 5530 on project 3900	Items	Total	Years	FY23B	
						\$0	0
5545	Taxes/Property	CHOICE property tax (postage meter/computer leases)				FY23B	
						\$0	0
5560	Organization Support/Contrib.	ACRL National Conference sponsorship (odd # years)				FY23B	
						\$0	0
						FY23B	

<b>Unit No.:</b>	404
<b>Unit Name:</b>	CHOICE
<b>Project No.:</b>	0000
<b>Project Name:</b>	Administrative (G&A)

LINE #	LINE ITEM DESCRIPTION		\$0	0
5599	Misc. Expense	Miscellaneous office expenses		
			<b>Subtotal - Operating Expenses \$</b>	<b>68,524</b>
5904	Transfer to/from Endowment	Description LTI interest transfer		FY23B
				<b>RECORDED IN PROJECT 3921, NOT HERE</b>
		ACRL charge for administrative services		FY23B
			ACRL to Choice	\$10,766
5941	IUT-CHOICE		\$10,766	<b>10,766</b>
				FY23B
5999	IUT-Misc.		\$0	<b>0</b>
			<b>Subtotal - Inter-Unit Transfers</b>	<b>\$10,766</b>
5600	Taxes/Income	FY15 UBIT set-aside	\$0	FY23B \$0
				<b>0</b>



<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	FY23B
		Long-form racial justice reviews	12	\$250	\$3,000	
5110	Professional Services				\$3,000	3,000

	Description				FY23B	FY23B
	Choice Connect annual support/hosting	AWS--recorded at 3913			\$ -	
5140	Repairs/Maintenance				\$ -	0

Subtotal - Outside Services 3,000

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

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

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

Subtotal - Travel and Related Expenses 0

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

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

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

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





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

		Accrued prior year depreciation from Tech Depreciation tab	8,301	
		FY23 servers and laptops from Capital Spending tab \$	4,167	
5530	Depr/Furn & Equipment	Total	\$12,467	12,467

5540	Royalty Expense	Fee(s) for outside contributors to the magazine	\$0	0
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5545	Taxes/Property	CHOICE property tax (postage meter/computer leases)	\$0	0
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5599	Misc. Expense	Miscellaneous office expenses	\$0	0
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**Subtotal - Operating Expenses 30,117**

5903	IUT-Subscription Processing		\$ -	0
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**Subtotal - Inter-Unit Transfers \$0**

		Rate	FY23 Revenue	FY23B	
	FY2023 ALA overhead charges				
	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	
5911	IUT-General Overhead		\$283,634	\$37,582	37,582

5600	Taxes/Income	FY15 UBIT set-aside	FY14	FY15B	FY23B	
			\$0	\$0	\$0	0

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

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

LINE #	LINE ITEM DESCRIPTION				FY23B
<b>EXPENSES</b>					
		All Choice	% this Project	\$3,901	
5000	Salaries & Wages	\$ 1,243,791.00	0.000%	\$0	\$0
5002	Overtime/Wages			FY23B \$0	0
5010	Employee Benefits			FY23B \$0	\$0
<b>Subtotal - Payroll &amp; Related Expense</b>					0
5110	Professional Services			FY23B \$0	0
<b>Subtotal - Outside Services</b>					0
5400	Editl/Proofreading-O/S	Description Copyediting Allocation Total editorial & proofreading		FY23B \$1,304 \$1,304	1,304
5402	Printing-O/S	FY2009-FY2012 printer = Sheridan FY2013 printer = Gasch		FY23B \$27,000	\$27,000
5410	Mail Service-O/S	Mailing and postage for ROC's (12 issues)		FY23B \$6,200	\$6,200
5414	Supplies/Production	Shipping materials		FY23B \$5,500	5,500
					FY23B

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

LINE #	LINE ITEM DESCRIPTION				FY23B
		Recorded at 3900		Total	
				\$0	
5430	Web Operating Expenses		Total	\$0	\$0

Subtotal - Publication Related Expenses \$40,004

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

<b>Unit No.:</b>	404
<b>Unit Name:</b>	CHOICE
<b>Project No.:</b>	3902
<b>Project Name:</b>	Choice Reviews Licensing

LINE # LINE ITEM DESCRIPTION

**REVENUES**

		Revenues received from license agreements with publishing partners; details below		FY23B	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	
4421	Royalties-Exempt	<b>Total</b>		\$ 465,710	\$465,710

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

**EXPENSES**

LINE # LINE ITEM DESCRIPTION

LINE #	LINE ITEM DESCRIPTION	All Choice	% this Project	\$3,902	
5000	Salaries & Wages	\$ 1,243,791	0.000%	\$0	\$0
5010	Employee Benefits		31.50%	\$0	\$0
				<b>Subtotal - Payroll &amp; Related Expense</b>	<b>\$0</b>
5110	Professional Services			\$0	\$0
				<b>Subtotal - Outside Services</b>	<b>\$0</b>
5400	Edit/Proofreading-O/S			\$9,517	\$9,517
				<b>Subtotal - Publication Related Expenses</b>	<b>9,517</b>
5911	IUT-General Overhead	\$4,421	Royalties	\$465,710	13.25%
					O/H Charge \$61,707
					<b>\$61,707</b>

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

LINE #	LINE ITEM DESCRIPTION					FY23B	FY23B	
<b>REVENUES</b>								
4109	Sales/Miscellaneous	Bowker expense reimbursements (per agreement)				\$0	\$0	
4110	Subscriptions	ProQuest Choice (@50%)	Units	Price	Gross	Split	FY23B	
			0	\$ 850	-	50%	125,000	
							-	
					Total	\$	125,000	
							125,000	
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>	

LINE #	EXPENSES						FY16
5000	Salaries & Wages		All Choice	% this Project	3905		FY16
			\$ 1,243,791.00	0.000%	\$73,952		\$73,952
5001	Temp Employees-In-House						\$0
							0
5010	Employee Benefits						FY23B
					15.00%		\$0
					31.50%		\$23,295
							23,189
5016	Staff memberships in professional associations						\$0
							0
<b>Subtotal - Payroll &amp; Related Expense</b>						<b>\$ 97,141</b>	
5100	Temp Employee/Outside	Publishing Assistant	Hours	Avg Rate			FY23B
			0	\$21.00			\$0
							0
5110	Professional Services	Subject Editor honoraria					FY23B
		Editorial reimbursement	73	\$500			36,500
							(88,000)
							(51,500)
							(51,500)
<b>Subtotal - Outside Services</b>						<b>\$ (51,500)</b>	
5210	Transportation		\$450				FY23B
					Conference/Meeting		\$0
					Charleston		\$0
					ACRL National Conf		\$0
					ALA Annual		\$0
							\$0
							0
			\$1,100		Conference/Meeting		FY23B
					Charleston		\$0
					ACRL National Conf		\$0
					ALA Annual		\$0

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

LINE #	LINE ITEM DESCRIPTION				
5212	Lodging & Meals				\$0 0

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

Subtotal - Travel & Related Expenses \$ -

5305	Speaker/Guest Honorarium				FY23B \$0 0
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Subtotal - Meetings & Conferences 0

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

Subtotal - Publication Related Expenses \$ -

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

5031	Staff Development			\$0 0
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	Print and electronic reference materials	FY14	FY15B	FY23B
5502	Ref Mats/Periodicals	\$0	\$0	\$0 0

	Leased equipment monthly rental fees	FY14	FY15B	FY23B
5520	Equipment Rental/Lease	\$0	\$0	\$0 0

		FY14	FY15B	FY23B
5523	Postage & E-Mail/O/S	\$211	\$125	\$0 0

	Miscellaneous office expense	FY14	FY15B	FY23B
5599	Misc. Expense	\$0	\$50	\$0 0

Subtotal - Operating Expenses \$ -

	Description	FY14	FY15B	FY23B	
5904	Transfer to/from Endowment	LTI interest transfer to RCL project	\$0	\$0	\$0 0

Subtotal - IUT's \$ -

	FY23 ALA overhead charges	Line	Description	Rate	FY23 Revenue	FY23B
5911	IUT-General Overhead	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

		FY13	FY14B	FY23B
5600	Taxes/Income	\$0	\$0	\$0 0

404	
CHOICE	
3907	
Choice Advertising	For webinars, see project 3909; for mobile app, see project 3904

				FY23B
Revenue History	FY21A	FY22B	FY23B	
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	
				<b>\$120,000</b>

				FY23B
4.50%	Choice Magazine Ad Sales Revenues (gross)		(5,400.00)	
			0.00	
	Total		(5,400.00)	<b>(5,400)</b>
<b>TOTAL PROJECT REVENUES</b>			<b>\$114,600</b>	

	All Choice	% this Project	FY23B	
Project 3907 share	\$1,243,791	0.000%	\$40,052	<b>\$40,052</b>

Position				FY23B
Webinar/Ad Sales Support Coordinator	\$	-	\$	<b>\$0</b>

				FY23B
Non-exempt staff time in excess of 35 hours/wk	Total Overtime		\$3,500	<b>\$3,500</b>
	Project 3907 share		\$	

Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$	
5000 Project Salaries & Wages	\$40,052	31.50%	\$12,616	
5001 Temp Employees In-House	\$0	15.00%	\$0	
5002 Overtime Wages	\$3,500	15.00%	\$525	
	\$43,552		\$11,406	<b>\$11,462</b>

<b>Subtotal - Payroll &amp; Related Expense</b>			<b>\$55,014</b>	
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				FY23B
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<b>404</b>	
<b>CHOICE</b>	
<b>3907</b>	
<b>Choice Advertising</b>	<i>For webinars, see project 3909; for mobile app, see project 3904</i>

Outside and freelance labor	\$0	\$0
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Bank service fees on ad sales accounts: <b>Moved to 0000</b>	FY23B \$0	\$0
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Annual maintenance fee/ad sales system	Spacemaster	FY23B \$0	\$0
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**Subtotal - Outside Services \$0**

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

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

Event	# Events	Avg. Cost	Total	
Meetings with advertisers	5	\$100	\$500	
		Project 3907 share	70%	\$350

**Subtotal - Travel & Related Expenses \$2,520**

CHOICE Ad Sales Promo Printing Expense		FY23B	
	OAT certificates	inventory	
	OAT seals, etc.	inventory	
(Switched to electronic media kit in 2010)		\$0	\$0

Outside ad sales promo creative expenses: media kit	FY23B \$0	\$0
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**Subtotal - Publication Related Expenses \$0**



<b>404</b>	
<b>CHOICE</b>	
<b>3907</b>	
<b>Choice Advertising</b>	<i>For webinars, see project 3909; for mobile app, see project 3904</i>

	<u>Ad Sales Salaries</u>	<u>Rate</u>	<u>Total</u>	
	\$40,052	0.00%	\$0	<b>\$0</b>
			\$0	

			<u>FY23B</u>	
General office supplies, e.g. paper, file folders			\$0	<b>\$0</b>
	<i>Project 3907 share</i>	<i>70%</i>	\$0	

Item			<u>FY23B</u>	
Local & long-distance phone/ad sales			\$420	<b>294</b>
	<i>Project 3907 share</i>	<i>70%</i>	\$ 294	

Item		<u>FY23B</u>	
Mailroom postage; overnight delivery services		\$0	<b>\$0</b>

Item	<u>FY16B Gross Ad \$</u>	<u>Rate (per ALA)</u>	
Reserve for uncollectable accounts	\$0	0.00%	<b>\$0</b>

**Subtotal - Operating Expenses \$294**

		<u>FY23B</u>	
ALA charges for Ad Sales Invoice Processing	70%	\$0	<b>\$0</b>

**Subtotal - Inter-Unit Transfers \$0**

<u>Line Item</u>	<u>Revenue \$</u>	<u>Rate</u>	<u>O/H Charge</u>	
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	
<b>Totals</b>	<b>\$114,600</b>		<b>\$15,185</b>	<b>\$15,185</b>

<u>FY15 UBIT Reserve</u>	<u>Line Item</u>	<u>Revenue \$</u>	<u>Rate</u>	<u>UBIT \$</u>	
	Advertising/Gross	\$0	0.00%	\$0	<b>\$0</b>

\$330	404
Unit Name:	CHOICE
\$150	3908
Project Name:	ACRL Advertising

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

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

EXPENSES		All Choice	% this Project	3908	FY23B
5000	Salaries & Wages	\$1,243,791	0.000%	\$ -	
5001	Temp Employees-In-House				
	Position	FY14	FY15B	FY23B	
	Webinar/Ad Sales Support Coordinator	\$ -	\$ -	\$ -	\$0
5002	Overtime/Wages				
	Non-exempt staff time in excess of 35 hours/wk				
	Total Overtime				FY23B
	Project 3908 share				\$0.00
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	
5210	Transportation				
	Billing Conference				FY23B
		Project 3908 share	30%	\$270	\$270
5212	Lodging & Meals				
	Billing Conference				FY23B
		Project 3908 share	30%	\$660	\$660
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	
5402	Printing-O/S				
	Ad Sales Promotion Printing Expenses				FY23B
				\$0	\$0
5404	Design Service-O/S				
	Ad Sales Promotion Design Expenses				FY23B
				\$0	\$0
Subtotal - Publication Related Expenses				\$0	
5031	Staff Development				
				Total	
				\$0	\$0
5500	Supplies/Operating				
	General office supplies, e.g. paper, file folders	FY14	FY15B	FY23B	
		\$200	\$300	\$0	
		Project 3908 share	30%	\$60	\$0
		\$60	\$90	\$0	
5522	Telephone & Fax/O/S				
	Item				FY23B
	Local & long-distance phone/ad sales			\$420	\$126
		Project 3908 share	30%	\$126	

\$330	404
Unit Name:	CHOICE
\$150	3908
Project Name:	ACRL Advertising

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

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

5523	Postage & E-Mail/O/S	Item Mailroom postage; overnight delivery services		FY23B \$0	\$0
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Subtotal - Operating Expenses      \$126

5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	30%	FY23B \$0	\$0
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5942	IUT-Advertising	CHOICE charges to ACRL for ad sales		FY23B (\$1,206)	(\$1,206)
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3909
Project Name:	Choice/ACRL Webinars

LINE #      LINE ITEM DESCRIPTION      \$6,500  
**REVENUES**

	Commission Rate	Number	Rate	Gross	Transfer Rate	Revenue	FY23B
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)	
4105 Sales/Webinars, Webcasts, Web CE							\$276,250

		Rate	Gross	Split	Share	FY23B
	Choice	4.50%	(14,625.00)	0.85	(12,431)	
	ACRL			0.15	(2,194)	
4611 Comm/Sales Rep	Total				(14,625)	(12,431)

TOTAL PROJECT REVENUES      \$263,819

LINE #      LINE ITEM DESCRIPTION

**EXPENSES**

	All Choice	% this Project	\$3,909	FY23B
5000 Salaries & Wages	\$1,243,791	0.000%	\$0	\$0

	FY23B
5001 Temp Employees-In-House	TOTAL \$ -

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

	Benefit Calculation	Amount	Benefit %	Benefit \$	FY23B
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	
5010 Employee Benefits	TOTAL	\$0		\$0	\$0

Subtotal - Payroll & Related Expense      \$0

	FY23B
5110 Professional Services	\$0
Outside and freelance labor	

Subtotal - Outside Services      \$0

	FY23B
5404 Design Service-O/S	\$0

	FY23B
5431 Webinars/Webcasts/Web CE Exp	\$6,000
Hosting and production (Zoom)	

Subtotal - Publication Related Expenses      \$6,000

	FY23B
5500 Supplies/Operating	\$0
General office supplies, e.g. paper, file folders	

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

LINE #	LINE ITEM DESCRIPTION	\$6,500	\$0
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5523 Postage & E-Mail/O/S	Item Mailroom postage; overnight delivery services		FY23B \$0	\$0
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5540 Royalty Expense	Item ACRL	Gross Revenue \$276,250	Rate 0.0%	FY23B \$0	\$0
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Subtotal - Operating Expenses \$0

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	
5942 IUT-Advertising	Charge back to ACRL			
	\$19,808	Total	(\$2,971)	(\$2,971)

Subtotal - Inter-Unit Transfers (\$2,971)

Revenue \$	Rate	FY23B		
Sales	276,250	0	36,603	
Commissions	(12,431)	0	(1,647)	
TOTAL			34,956	
5911 IUT-General Overhead				\$34,956

5600 Taxes/Income	FY15 UBIT Reserve	Line Item Advertising/Gross	Revenue \$ \$263,819	Rate 0.00%	FY23B \$0	\$0
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<b>Unit No.:</b>	404
<b>Unit Name:</b>	CHOICE
<b>Project No.:</b>	3910
<b>Project Name:</b>	Marketing

LINE #	LINE ITEM DESCRIPTION	All Choice	% this Projec	\$3,910	FY23B
<b>EXPENSES</b>					
5000	Salaries & Wages	\$1,243,791	0.000%	\$0	\$0
5010	Employee Benefits		32%	\$0	\$0
<b>Subtotal - Payroll &amp; Related Expense</b>				<b>\$0</b>	

Type of Project	FY23B	
5110 Professional Services	\$0	
Outside marketing/promotion expenses	\$0	
	\$0	
	\$0	
<b>Subtotal - Outside Services</b>		<b>\$0</b>

Billable	Conference	Cost	FY23B
\$450	Charleston	\$0	\$0
	ALA Annual	\$0	\$0
	ACRL Biannual Conference	\$0	\$0
	Other Marketing business travel	\$0	\$0
5210	Transportation		\$0
<b>0</b>			

Billable	Conference	#	Staff	Cost	FY23B
\$1,100	Charleston	0	0	\$0	\$0
	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
<b>0</b>					

Billable	Conference/Location	Event	#	Avg. Cost	FY23B
Feb	ALA Midwinter	focus group room rental	0	\$500	\$0
Nov	Charleston	<b>charge to 3918</b>	0	\$500	\$0
July	ALA Annual	focus group room rental	0	\$500	\$0
April	ACRL Biannual Conference	focus group room rental	0	\$500	\$0
5300	Facilities Rent				\$0
<b>\$0</b>					

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
			Total	\$0
5301	Conference Equipment Rental			\$0
<b>\$0</b>				

Item	Number	Avg. Cost	FY23B
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<b>Unit No.:</b>	404
<b>Unit Name:</b>	CHOICE
<b>Project No.:</b>	3910
<b>Project Name:</b>	Marketing

LINE #	LINE ITEM DESCRIPTION	Totals	\$	-	\$0
5430	Web Operating Expenses				

**Subtotal - Publication Related Expenses \$9,150**

Vendor	Item/Service		FY23B	
Mailchimp/Constant Contact	email service	\$	8,400	
SEO: Moz/Toast		\$	1,000	
Survey Monkey		\$	1,500	
5501	Equipment/Software-Minor	\$	10,900	10,900

	Salaries	Rate	FY23B	
5031	Staff Development	\$0	0.0%	\$0

Item	FY14	FY15B	FY23B	
5522	Telephone & Fax/O/S	\$0	\$0	\$0

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

Item	FY23B		
5550	Promotion	services	\$500
		conf promo giveaways	\$ 500
		content marketing promo	

**Subtotal - Operating Expenses \$11,400**

Item	FY14	FY15B	FY23B	
5902	IUT-ITTS	ALA mailing list processing expense	\$0	\$2,500

	FY23B		
5942	IUT-Advertising	American Libraries advertising	\$0.00
		<b>Total</b>	<b>\$0</b>



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

LINE # LINE ITEM DESCRIPTION

**REVENUES**

							FY23B	
							11%	
		Rate	Placed	Purchased	Price	Net		
4109	Sales/Miscellaneous	Amazon Affiliation GOBI Referral Commissions	4.50% 5.00%	45,000	5,000	\$48	\$12,000 \$12,000	12,000

							1.04
							90%
		FY19	FY20	FY21	FY22B	FY23B	
4110	Subscriptions	651,630	572,901 timing only Revised post FY20 close	\$590,636 timing only	\$529,000	495,144	\$495,144

							FY23B
4143	Advertising/Online	Digital Ad Sales Revenues (Gross) \$ 40,000 Digital Sales Commission Rate 4.50% Digital Sales Commissions (1,800.00) Net Ad Revenues 38,200.00					\$ 40,000

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

TOTAL PROJECT REVENUES \$545,344

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

		All Choice	% this Project	FY23B	
5000	Salaries & Wages	1243791	0.000%	\$0	\$0

		FY23B	
5002	Overtime/Wages	\$0	\$0

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

Subtotal - Payroll & Related Expense \$0

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

		FY23B		
			\$0	

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

LINE #	LINE ITEM DESCRIPTION				
				\$0	
5110	Professional Services			\$0	\$0

**Subtotal - Outside Services \$0**

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

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

**Subtotal - Travel and Related Expenses \$0**

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

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

**Subtotal - Publication Related Expenses \$66,072**

		Project salaries	Rate	FY23B
5031	Staff Development	\$0	0.0%	\$0

				FY23B	
	Accrued Prior Year depreciation				
		Item	Requests	Est. Life in Years	
5530	Depr/Furn & Equipment			\$0	\$0
					\$0

**Subtotal - Operating Expenses \$0**

		Revenue \$	Rate	Total
		\$545,344	13.25%	\$72,258
	included in sales	Commission	\$0	13.25%
				\$0
				\$72,258
5911	IUT-General Overhead			\$72,258

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

LINE #	LINE ITEM DESCRIPTION	Line Item	Revenue \$	Rate	Total	
5600	Taxes/Income	Advertising/Gross	\$38,200	0.00%	\$0	\$0



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

LINE #	LINE ITEM DESCRIPTION					
5010	Employee Benefits					\$0
<b>Subtotal - Payroll &amp; Related Expense</b>						<b>\$0</b>
5110	Professional Services	Outside and freelance labor				\$17,500
			Survey/Whitepapers, write and produce	2	\$5,000	\$10,000
			Case studies, write and produce			\$7,500
<b>FY23B</b>						<b>\$17,500</b>
5122	Bank Service Fees					\$0
<b>FY23B</b>						<b>\$0</b>
5140	Repairs/Maintenance					
<b>FY23B</b>						
<b>Subtotal - Outside Services</b>						<b>\$17,500</b>
5210	Transportation		\$450			\$0
			Event			Cost
			Charleston			\$0
			ACRL			\$0
			Annual			\$0
<b>Total</b>						<b>\$0</b>
5212	Lodging & Meals		\$1,100			\$0
			Event			Cost
			Charleston			\$0
			ACRL			\$0
			Annual			\$0
<b>Total</b>						<b>\$0</b>
5216	Business Meetings	Meetings with advertisers				\$0
			Event	# Events	Avg. Cost	Total
<b>Subtotal - Travel &amp; Related Expenses</b>						<b>\$0</b>
5402	Printing-O/S					\$0
						<b>FY23B</b>
			White papers			\$0
5404	Design Service-O/S	design and layout		0		\$0
						<b>FY23B</b>
						\$0
<b>Subtotal - Publication Related Expenses</b>						<b>\$0</b>
5031	Staff Development					\$0
						<b>FY23B</b>
						\$0
5501	Equipment/Software-Minor					\$532
						<b>FY23B</b>
			Zencastr			\$220
			Adobe Audition: audio editing			\$252
			Blubrry podcast metrics tracking software			\$60
<b>Total</b>						<b>\$532</b>
5522	Telephone & Fax/O/S	Local & long-distance phone/ad sales				0
						<b>FY23B</b>
						0

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

<b>LINE #</b>	<b>LINE ITEM DESCRIPTION</b>	<b>\$</b>	<b>-</b>
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	<u>Item</u>	<b>FY23B</b>
5523 Postage & E-Mail/O/S	Mailroom postage; overnight delivery services	\$0 <b>\$0</b>

	<u>Item</u>	<b>FY16B Gross Ad \$</b>	<b>Rate (per ALA)</b>
5543 Bad Debt Expense	Reserve for uncollectable accounts		0.00% <b>\$0</b>

**Subtotal - Operating Expenses \$532**

	<u>Item</u>	<b>FY23B</b>
5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	<b>\$0</b>

**Subtotal - Inter-Unit Transfers \$0**

<u>Line Item</u>	<u>Revenue \$</u>	<u>Rate</u>	<u>O/H Charge</u>
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)
5911 IUT-General Overhead	Totals		43,655 <b>\$43,655</b>

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

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

**EXPENSES**

	All Choice	% this Project	FY23B	FY23B
5000 Salaries & Wages	\$ -	0.00%	\$0	\$0

	Rate	TOTAL	FY23B	FY23B
5010 Employee Benefits	31.50%		\$0	\$0

**Subtotal - Payroll & Related Services \$0**

	Item	Vendor	FY23B	FY23B
5140 Repairs/Maintenance	Generator maintenance svc. contract	Atlantic/Detroit Diesel	\$1,400	\$27,025
	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	
	<b>Total</b>		\$27,025	

**Subtotal - Outside Services \$27,025**

	Slots	Rate	Month	Quarter	Frequency	FY23B	FY23B	
5521 Space Rent	Parking: City of Middletown	15	\$75	\$1,125	3,375	4	\$13,500	\$13,500

			FY23B	FY23B
5522 Telephone & Fax/O/S	Office phone service: See 0000 #5523	AT&T	\$0	\$0

		FY23B	FY23B
5523 Postage & E-Mail/O/S		\$0	\$0

		Rate	Frequency	FY23B	FY23B	
5525 Utilities	Electric	Eversource	\$1,200	12	\$14,400	\$16,550
	Gas	Eversource	\$50	12	\$600	
	Rubbish/Recycling	Dainty Rubbish	\$25	12	\$300	
	Water & sewer	City of Middletown	\$250	1	\$250	
	Other				\$1,000	
	<b>Total</b>				\$16,550	

5599 Misc. Expense	Adjustment between CHOICE & Plant Fund	\$0	\$0
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**Subtotal - Operating Expenses \$ 30,050**

			FY23B	FY23B
5998 IUT-Allocations	2014 Liberty Square expenses from ALA Plant Fund (730-0000)	Building	\$ -	\$25,500
		Improvements	\$ -	
		Interest	\$ -	
<b>Total</b>			\$25,500	\$25,500







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

LINE #	LINE ITEM DESCRIPTION	Deprecated August 2022		FY23B																																	
5412	Advertising/Direct	Direct promo (print & email)		\$0	\$0																																
5413	Mail List Rental	Outside list rental fees			\$0																																
5430	Web Operating Expenses	<table border="1"> <thead> <tr> <th>Vendor</th> <th>Item/Service</th> <th></th> <th></th> <th>FY23B</th> </tr> </thead> <tbody> <tr> <td>CrossRef</td> <td>DOI fees</td> <td></td> <td></td> <td></td> </tr> <tr> <td>productOps</td> <td>hosting and maintenance</td> <td></td> <td></td> <td></td> </tr> <tr> <td>productOps</td> <td>upgrades</td> <td></td> <td></td> <td></td> </tr> <tr> <td>ESP</td> <td>from spreadsheet</td> <td>\$ 135.00</td> <td>12</td> <td></td> </tr> <tr> <td colspan="4">Totals</td> <td>\$0</td> <td>\$0</td> </tr> </tbody> </table>	Vendor	Item/Service			FY23B	CrossRef	DOI fees				productOps	hosting and maintenance				productOps	upgrades				ESP	from spreadsheet	\$ 135.00	12		Totals				\$0	\$0			\$0	\$0
Vendor	Item/Service			FY23B																																	
CrossRef	DOI fees																																				
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ESP	from spreadsheet	\$ 135.00	12																																		
Totals				\$0	\$0																																
5433	Order Processing/Fulfillment	ESP from spreadsheet		\$0	\$0																																
<b>Subtotal - Publication Related Expenses</b>				<b>\$0</b>																																	
5031	Staff Development	Project salaries	Rate	FY23B																																	
		\$0	0.0%	\$0	\$0																																
5522	Telephone & Fax/O/S	<table border="1"> <thead> <tr> <th>Item</th> <th></th> <th>FY23B</th> </tr> </thead> <tbody> <tr> <td>ESP phone charges</td> <td>from spreadsheet</td> <td>\$0</td> </tr> <tr> <td>Total</td> <td></td> <td>\$0</td> </tr> </tbody> </table>	Item		FY23B	ESP phone charges	from spreadsheet	\$0	Total		\$0		\$0	0																							
Item		FY23B																																			
ESP phone charges	from spreadsheet	\$0																																			
Total		\$0																																			
5530	Depr/Furn & Equipment	<table border="1"> <thead> <tr> <th>Subtotal</th> <th></th> <th>FY23B</th> </tr> </thead> <tbody> <tr> <td>\$0</td> <td></td> <td>\$0</td> </tr> <tr> <td><b>Total CCA depreciation</b></td> <td></td> <td><b>\$0</b></td> </tr> </tbody> </table>	Subtotal		FY23B	\$0		\$0	<b>Total CCA depreciation</b>		<b>\$0</b>		\$0	0																							
Subtotal		FY23B																																			
\$0		\$0																																			
<b>Total CCA depreciation</b>		<b>\$0</b>																																			
5532	Amortization/Equip Lease	Accrued Prior Year depreciation (C2A Platform) before split with Charleston		\$0																																	
		Subtotal		\$0																																	
		<b>Total CRO depreciation</b>		<b>\$0</b>	<b>0</b>																																
5550	Promotion	<table border="1"> <thead> <tr> <th>Item</th> <th>FY14</th> <th>FY15B</th> <th>FY23B</th> </tr> </thead> <tbody> <tr> <td>conf. giveaways</td> <td></td> <td></td> <td>\$0</td> </tr> <tr> <td>Premiums &amp; misc promo services</td> <td></td> <td></td> <td>\$0</td> </tr> </tbody> </table>	Item	FY14	FY15B	FY23B	conf. giveaways			\$0	Premiums & misc promo services			\$0		\$0	\$0																				
Item	FY14	FY15B	FY23B																																		
conf. giveaways			\$0																																		
Premiums & misc promo services			\$0																																		
5599	Misc. Expense	Charge 50% of depreciation (line 5532) back to Charleston Company		0																																	
		Subtotal		\$0																																	
		<b>Total CRO depreciation</b>		<b>0</b>	<b>0</b>																																
<b>Subtotal - Operating Expenses</b>				<b>\$0</b>																																	

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

LINE #      LINE ITEM DESCRIPTION      **Deprecated August 2022**

			Revenue \$	Rate	Total	
		Sales	\$0	13.25%	\$0	
	<i>included in sales</i>	Commission	\$0	13.25%	\$0	
					\$0	
5911	IUT-General Overhead					<b>\$0</b>

			Revenue \$	Rate	Total	
		FY15 UBIT Reserve				
		Line Item				
5600	Taxes/Income	Advertising/Gross	\$0	0.00%	\$0	<b>\$0</b>

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

LINE #    LINE ITEM DESCRIPTION

**REVENUES**

		FY23B	
		Content Vertical 2	
4110	Subscriptions	\$0	\$0

4143	Advertising/Online	Digital	FY23B	
		TIE	\$	45,000
		Webinars	\$	15,000
		Podcasts		10,000
		White Papers		
		Monthly Sponsors		
		Content Vertical 2		
		Webinars: 4		
		Podcasts: 6		
		White Papers: 1		
		Banner ads		
		Other Ads and Sponsors		
		Sponsored Content		
		Feature Listings (charge to list titles)		
		Pop-up ads on homepage		
		Video ads		
		banner ads		
		Digital Sales Commissions (4610)	4.50%	(3,150)
		Net Ad Revenues	\$	66,850
				\$ 70,000

4610	Comm/Online Advertising	From 4143	Rate	Total	
			4.50%	(3,150)	(3,150)

**TOTAL PROJECT REVENUES                    \$66,850**

LINE #    LINE ITEM DESCRIPTION

**EXPENSES**

5000	Salaries & Wages	All Choice	% this Project	FY23B	
		\$1,243,791	0.000%	\$0	\$0

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

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

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**

		FY23B	
		TIE EIC	\$15,000

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

LINE #	LINE ITEM DESCRIPTION				
			TIE Contributors	\$12,000	
			Content Vertical #2 Board	\$8,240	
			Content Vertical #2 Contributors	\$8,240	
5110	Professional Services			\$43,480	\$43,480

5122	Bank Service Fees			FY23B \$0	\$0
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5140	Repairs/Maintenance			FY23B \$0	\$0
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<b>Subtotal - Outside Services</b>				<b>\$43,480</b>	
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LINE #	LINE ITEM DESCRIPTION			Cost	
		\$450	Charleston	\$0	
			ACRL	\$0	
			Annual	\$0	
5210	Transportation		Total	\$0	\$0

LINE #	LINE ITEM DESCRIPTION			Cost	
		\$1,100	Charleston	\$0	
			ACRL	\$0	
			Annual	\$0	
5212	Lodging & Meals		Total	\$0	\$0

<b>Subtotal - Travel &amp; Related Expenses</b>				<b>\$0</b>	
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5404	Design Service-O/S	design and layout	0	FY23B \$1,000	\$1,000
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LINE #	LINE ITEM DESCRIPTION				
			Twitter boosts	\$ 3,000	
			Other	\$ -	
5411	Advertising/Space		TOTAL	\$ 3,000	\$3,000

5412	Advertising/Direct	Direct promo (print & email)		FY23B \$0	\$0
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5413	Mail List Rental			\$0	\$0
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LINE #	LINE ITEM DESCRIPTION				
			Hosting & Search (Web Solutions)	\$ 360	
			C360 modifications to support Content Verticle #2	\$ 3,000	
			SSL certificate	\$ 60	
			Domain registration	\$ 30	

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

LINE #	LINE ITEM DESCRIPTION				
		Maintenance	\$45	\$	540
5430	Web Operating Expenses				\$3,990
					\$3,990

Subtotal - Publication Related Expenses \$7,990

					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

5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing			FY23B
					\$0

Subtotal - Inter-Unit Transfers \$0

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

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

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

LINE #	LINE ITEM DESCRIPTION		FY23B
<b>REVENUES</b>			
			FY23B
5904	Transfer to/from Endowment	\$ (35,697.00)	<b>(35,697)</b>

Choice Income Statement, FY15-FY27P

For complete data, see second tab, Backup Worksheet

Projected performance for FY23 and beyond is before any and all RIFs

ALA Fiscal Year: 1 September to 31 August

	HISTORICAL PERFORMANCE				PROJECTED PERFORMANCE					
	FY18	FY19	FY20	FY21	FY22B	FY23B	FY24P	FY25P	FY26P	FY27P
Beginning Net Assets	2,533,295	2,926,294	2,571,980	2,631,992	3,047,434	2,837,489	2,709,725	2,578,825	2,457,411	2,350,740
TOTAL REVENUES	2,813,284	2,520,864	2,485,765	2,390,901	2,246,444	2,251,395	2,289,829	2,343,551	2,404,078	2,524,237
Total Expenses before OH/Taxes	2,524,186	2,326,429	2,067,141	1,651,683	2,142,496	2,055,349	2,091,827	2,128,943	2,166,709	2,205,136
Contribution Margin	289,098	194,435	418,624	739,218	103,948	196,046	198,002	214,607	237,369	319,101
Contribution %	10%	8%	17%	31%	5%	9%	9%	9%	10%	13%
Overhead (to ALA General Fund)	371,353	334,014	329,364	298,491	297,654	298,310	303,402	310,520	318,540	334,461
Allocations (Loan: 575 Main St)	49,746	38,411	29,248	25,285	16,240	25,500	25,500	25,500	25,500	25,500
Tax	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	2,945,285	2,698,854	2,425,753	1,975,459	2,456,390	2,379,159	2,420,729	2,464,964	2,510,750	2,565,097
Net Revenue/(Expense) from Ops	(132,001)	(177,990)	60,012	415,442	(209,946)	(127,764)	(130,900)	(121,413)	(106,671)	(40,861)
NAB Transfer	(525,000)									
Open Choice writedown		176,324								
Net Revenue/(Expense)	392,999	(354,314)	60,012	415,442	(209,946)	(127,764)	(130,900)	(121,413)	(106,671)	(40,861)
Ending Net Assets	2,926,294	2,571,980	2,631,992	3,047,434	2,837,489	2,709,725	2,578,825	2,457,411	2,350,740	2,309,880



Backup Worksheet: Five-Year Projections

	Historical Performance							Projected Performance						Y/Y Change Projections
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22B	FY23B	FY24P	FY25P	FY26P	FY27P	
Choice Reviews	679,982	652,009	684,248	678,076	651,630	622,735	590,636	529,000	495,144	485,241	475,536	466,026	456,705	
Y/Y		0.96	1.05	0.99	0.96	0.96	0.95							0.98
Choice magazine	546,882	519,261	445,608	429,171	387,925	413,039	301,761	263,500	232,934	209,641	188,677	169,809	152,828	
Y/Y		0.95	0.86	0.96	0.90	1.06	0.73	0.87	0.88	0.90	0.90	0.90	0.90	0.90
Reviews on Cards	148,602	141,372	116,186	100,070	92,677	74,101	63,807	55,250	46,963	42,267	38,040	34,236	30,812	
Y/Y		95%	82%	86%	93%	80%	86%	87%	85%	90%	90%	90%	90%	0.90
Resources for College Libraries	195,935	145,365	147,579	138,545	132,798	122,282	114,391	130,000	125,000	122,500	120,050	117,649	115,296	
Y/Y		0.74	1.02	0.94	0.96	0.92	0.94							0.98
ccAdvisor (Choice share)	0	0	0	32,130	41,100	26,577	14,719	33,000	0	0	0	0	0	
<b>Total Subscriptions</b>	<b>1,571,401</b>	<b>1,458,007</b>	<b>1,393,621</b>	<b>1,377,992</b>	<b>1,306,130</b>	<b>1,258,734</b>	<b>1,085,314</b>	<b>1,010,750</b>	<b>900,041</b>	<b>859,648</b>	<b>822,303</b>	<b>787,719</b>	<b>755,642</b>	
Y/Y		0.93	0.96	0.99	0.95	0.96	0.86	0.93	0.89	0.96	0.96	0.96	0.96	
Choice magazine (space ads)	410,562	413,904	422,745	341,678	258,286	220,610	135,915	143,250	114,600	97,410	82,799	70,379	59,822	
Y/Y		1.01	1.02	0.81	0.76	0.85	0.62	1.05	0.80	0.85	0.85	0.85	0.85	0.85
Choice Reviews (banner advertising)	174,162	155,198	189,070	177,739	141,368	58,469	43,143	33,425	38,200	36,290	34,476	32,752	31,114	
Y/Y		0.89	1.22	0.94	0.80	0.41	0.74	0.77	1.14	0.95	0.95	0.95	0.95	0.95
ccAdvisor (banner ads, paid placement)				11,817	12,179	6,418	1,655	4,775	0	0	0	0	0	1.00
Choice360.org	0	0	0	0	0	0	0	33,425	66,850	86,905	112,977	146,869	190,930	1.30
Webinars (net to Choice)	77,750	85,327	98,241	102,421	138,882	180,807	266,534	213,084	263,819	277,010	290,860	305,403	320,674	1.05
White Papers				37,100	48,395									
Podcasts				14,372		204,196	330,561	281,725	329,475	395,370	474,444	569,333	683,199	1.20
Newsletters & eBlasts	<i>In CR</i>	<i>In CR</i>	<i>In CR</i>	<i>In CR</i>	<i>In CR</i>									
<b>Total Advertising and Sponsorships (Net)</b>	<b>662,474</b>	<b>654,429</b>	<b>725,476</b>	<b>693,590</b>	<b>599,110</b>	<b>670,500</b>	<b>777,808</b>	<b>709,684</b>	<b>812,944</b>	<b>892,985</b>	<b>995,555</b>	<b>1,124,736</b>	<b>1,285,739</b>	

Backup Worksheet: Five-Year Projections

	Historical Performance							Projected Performance						Y/Y Change Projections
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22B	FY23B	FY24P	FY25P	FY26P	FY27P	
Y/Y		0.99	1.11	0.96	0.86	1.12	1.16	0.91	1.15	1.10	1.11	1.13	1.14	
Choice	271	1,318	6,189	931	1,370	680	403	1,300	500	11,300	11,300	11,300	11,300	1.00
Choice review content	492,013	500,089	561,853	514,160.00	513,321	486,539	465,663	455,210	465,710	456,396	447,268	438,323	429,556	0.98
Resources for Coilege Libraries	130,483	119,964	78,500	15,000	7,000	18,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	1.00
<b>Total Royalties</b>	622,767	621,371	646,542	530,091	521,691	505,219	476,066	466,510	476,210	477,696	468,568	459,623	450,856	
		1.00	1.04	0.82	0.98	0.97	0.94	0.98	1.02	1.00	0.98	0.98	0.98	
	86,659	78,064	87,728	93,560	12,158	14,589	12,041	14,500	12,200	12,000	12,000	12,000	12,000	1.00
	74,089	81,104	87,126	118,051	81,775	36,723	39,672	45,000	50,000	47,500	45,125	20,000	20,000	0.95
<b>TOTAL REVENUE</b>	3,017,390	2,892,975	2,940,493	2,813,284	2,520,864	2,485,765	2,390,901	2,246,444	2,251,395	2,289,829	2,343,551	2,404,078	2,524,237	
Y/Y		0.96	1.02	0.96	0.90	0.99	0.96	0.94	1.00	1.02	1.02	1.03	1.05	

## Backup Worksheet: Five-Year Projections

	Historical Performance							Projected Performance						Y/Y Change Projections
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22B	FY23B	FY24P	FY25P	FY26P	FY27P	
Payroll and Related Expenses	1,388,005	1,380,512	1,586,901	1,618,841	1,665,237	1,508,575	1,153,407	1,632,529	1,544,391	1,571,418	1,598,918	1,626,899	1,655,369	
Outside Services	411,743	438,545	322,293	187,180	101,658	86,062	116,425	74,281	102,939	104,740	106,573	108,438	110,336	
Travel and Related Expenses	48,851	52,412	48,575	38,949	41,543	10,271	219	6,700	8,250	8,394	8,541	8,691	8,843	
Meetings and Conferences	11,463	11,752	12,495	13,658	11,771	1,250	0	13,000	0	0	0	0	0	
Publication-related Expenses	503,325	487,107	308,158	303,821	260,373	274,467	259,216	246,975	287,440	292,470	297,588	302,796	308,095	
Operating Expenses	388,720	410,142	394,287	421,091	308,930	244,113	178,321	206,359	141,437	143,912	146,431	148,993	151,601	
Total Direct Expenses	2,752,107	2,780,470	2,672,709	2,583,540	2,389,512	2,124,738	1,707,588	2,179,844	2,084,457	2,120,935	2,158,051	2,195,817	2,234,244	1.0175
Total Indirect Expenses	(73,153)	(89,222)	(55,257)	(59,354)	(63,083)	(57,597)	(55,905)	(37,348)	(29,108)	(29,108)	(29,108)	(29,108)	(29,108)	1.00
Total Expenses before ALA OH & Building Loan	2,678,954	2,691,248	2,617,452	2,524,186	2,326,429	2,067,141	1,651,683	2,142,496	2,055,349	2,091,827	2,128,943	2,166,709	2,205,136	
Contribution Margin	338,436	201,727	323,041	289,098	194,435	418,624	739,218	103,948	196,046	198,002	214,607	237,369	319,101	
ALA Overhead	383,209	374,640	388,206	371,353	334,014	329,364	298,491	297,654	298,310	303,402	310,520	318,540	334,461	
Liberty Square	81,980	63,477	55,905	49,746	38,411	29,248	25,285	16,240	25,500	25,500	25,500	25,500	25,500	
UBIT	6,305	0	(6,305)	0	0	0	0	0	0	0	0	0	0	
Total Overhead	471,494	438,117	437,806	421,099	372,425	358,612	323,776	313,894	323,810	328,902	336,020	344,040	359,961	
TOTAL EXPENSES	3,150,448	3,129,365	3,055,258	2,945,285	2,698,854	2,425,753	1,975,459	2,456,390	2,379,159	2,420,729	2,464,964	2,510,750	2,565,097	
Y/Y		0.99	0.98	0.96	0.92	0.90	0.81	1.24	0.97	1.02	1.02	1.02	1.02	
<b>NET OPERATING INCOME</b>	<b>(133,058)</b>	<b>(236,390)</b>	<b>(114,765)</b>	<b>(132,001)</b>	<b>(177,990)</b>	60,012	415,442	<b>(209,946)</b>	<b>(127,764)</b>	<b>(130,900)</b>	<b>(121,413)</b>	<b>(106,671)</b>	<b>(40,861)</b>	



## 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 Selingo, “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 (date 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 steeper 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 deprecated. 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 to 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:
  - o \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)
  - o \$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.

ACRL 5 year projections											
General Fund (12) Only											
	<i>HISTORICAL</i>							<i>PROJECTIONS</i>			
	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Budget FY22	Budget FY23 <i>as of 5/20/22</i>	FY24	FY25	FY26	FY27
Revenue - Conference	\$ 2,815,296	\$ -	\$ 2,549,663		\$ 1,471,283	\$ (24,000)	\$ 1,980,330	\$ -	\$ 2,250,000	\$ -	\$ 2,250,000
Revenue -Other	\$ 2,553,704	\$ 2,691,183	\$ 2,566,068	\$ 1,639,619	\$ 1,758,675	\$ 2,235,555	\$ 2,284,619	\$ 2,398,850	\$ 2,518,792	\$ 2,518,792	\$ 2,644,732
<b>TOTAL REVENUE</b>	<b>\$ 5,368,999</b>	<b>\$ 2,691,183</b>	<b>\$ 5,115,731</b>	<b>\$ 1,639,619</b>	<b>\$ 3,229,958</b>	<b>\$ 2,211,555</b>	<b>\$ 4,264,949</b>	<b>\$ 2,398,850</b>	<b>\$ 4,768,792</b>	<b>\$ 2,518,792</b>	<b>\$ 4,894,732</b>
Expenses - Payroll/Benefits	\$ 1,221,226	\$ 1,555,885	\$ 1,528,156	\$ 1,523,031	\$ 1,018,949	\$ 1,584,120	\$ 1,567,742	\$ 1,599,097	\$ 1,631,079	\$ 1,663,700	\$ 1,696,974
Expenses - Overhead	\$ 840,744	\$ 209,386	\$ 811,598	\$ 119,797	\$ 277,121	\$ 233,492	\$ 655,056	\$ 245,167	\$ 687,809	\$ 257,425	\$ 722,199
Expenses - Other	\$ 2,758,467	\$ 1,658,599	\$ 2,894,413	\$ 727,225	\$ 1,147,555	\$ 1,123,780	\$ 2,185,966	\$ 955,213	\$ 1,858,071	\$ 811,931	\$ 1,808,180
<b>TOTAL EXPENSES</b>	<b>\$ 4,820,438</b>	<b>\$ 3,423,870</b>	<b>\$ 5,234,168</b>	<b>\$ 2,370,052</b>	<b>\$ 2,443,625</b>	<b>\$ 2,941,392</b>	<b>\$ 4,408,764</b>	<b>\$ 2,799,476</b>	<b>\$ 4,176,959</b>	<b>\$ 2,733,056</b>	<b>\$ 4,227,354</b>
<b>NET REVENUE</b>	<b>\$ 548,562</b>	<b>\$ (732,687)</b>	<b>\$ (118,436)</b>	<b>\$ (730,434)</b>	<b>\$ 786,333</b>	<b>\$ (729,837)</b>	<b>\$ (143,815)</b>	<b>\$ (400,626)</b>	<b>\$ 591,834</b>	<b>\$ (214,264)</b>	<b>\$ 667,378</b>
<b>Notes:</b>											
* Revenue - Conference: \$2.5 million is in line with average of recent years (excluding 2021). Note: 2017 was an outlier year due to east-coast location.											
* Revenue - Other: increase 5% each year to rebuild programs and services post-pandemic											
* Expenses - Payroll/Benefits: include 2% annual increase.											
* Expenses - Other: reduced by 15%.											



Dear colleagues,

Below are the Executive Board updates from May and April meetings. We are just shy of one month before our June meetings. In June, we will be preparing the next preliminary or draft FY23 budget. Please let me know if you have any questions. In addition, the Operating Agreement Work Group is focused on wrapping up their work regarding how we update how we work as a unified association to achieve our mission.

I hope you are attending the Annual Conference either in-person or virtually. Please take care of yourselves and loved ones as we navigate the health and social justice issues of our society.

Maggie Farrell  
ALA Treasurer and Executive Board Liaison

Key highlights from the [May 17, 2022](#) Executive Board conference call:

- **ALA Treasurer and Operating Agreement Working Group Update**
  - ALA Treasurer reported that they are currently working on the upcoming June financial meetings which will consist of a FY22 update, results of LLX, FY23 budget planning and details of contributed revenue. A second iteration of the FY23 budget will be reviewed in June, the goal is to achieve a surplus.
  - Co-chairs of the Operating Agreement Working Group are meeting with Divisions and Round Tables leadership. There is support in updating the policy in removing the overhead, but there are questions around the budget process to fund member value services.
  - EB Member Neal noted the concern from the PLA Board about the long-term investment allocation at 5% which has been allowable in the operating budget or back to endowment, but for FY23, divisions were told to put into the operating budget. Treasurer Farrell and EB Neal will connect about this.
- **ALA Branding Work Group Update**
  - President-elect Pelayo-Lozada noted that ALA's consultant, Mission Partners, are narrowing down options to replace Libraries Transform campaigns. They will do targeted listening sessions in order to refine prior to presenting to the Board for approval. Past President Jefferson noted this endeavor can be a game changer for the association.
- **Unite Against Book Bans Update**
  - 25+ national partners joined ALA in *Unite against Book Bans* campaign and there has been good coverage in the media. The campaign was well received at the recent American Writers Festival.
- **ALA Annual Conference Update**
  - Paid registration at 5,775, \$1.9 million, reflecting 70% to revenue registration target
  - 400+ digital experience registrations
  - \$2.18 million exhibitor revenue
  - Averaging 300 registrants per week, which should get us to our registration target
  - The scheduling feature should be available in the next few days and the mobile app will be live by June 9.
- **Board Member Onboarding Plans**
  - Governance Director Reyes shared the schedule for the New Board Member orientation, which will continue virtually again this spring. This will occur in four

sessions over the next few weeks: 1. Finance; 2. Legal & Association overview; 3. Division Overview; and 4. Board Engagement and Outreach & Professional Development and Education. Continuing Board members are also welcomed to attend, otherwise this is a closed session.

- There will also be future orientation and onboarding opportunities throughout the summer and fall.
- **Draft Council Agendas for June**
  - Director Reyes shared and outlined draft Council agendas for Annual Conference in June, which reflect committee action items and/or requests to speak. The agendas are subject to changes as further committee updates or resolutions arise.
  - President Wong asked any other requests or suggestions be sent to Director Reyes, copying President Wong and Council Secretariat Burgess.
- **Emerging Issues**
  - President-elect Pelayo-Lozada reminded Board Members to share any requests regarding 2022-23 liaison assignment with her by the end of week.

Key highlights from the **April 19, 2022** Executive Board conference call:

- **Preparation for Board Onboarding Strategies Discussion, Board members**
  - President-elect Lessa Pelayo-Lozada emphasized the importance of onboarding new Board members and opened discussion on how to improve the experience and possible agenda items.
  - Action: President Wong and President-elect Pelayo-Lozada will work with the Executive/Governance Office to begin facilitating board onboarding.
- **ALA Annual Conference Board Event Schedule**
  - The board reviewed their schedule and the meeting agenda during Annual Conference in June 2022. Please send any updates to [sreyes@ala.org](mailto:sreyes@ala.org)
- **ALA Hybrid Meeting Rules**
  - The hybrid Council meeting rules were presented and reviewed, noting particularly that chat and the raised hand function will be disabled and the Zoom Q&A function will be used for addressing the floor. Clarity around virtual registration, voting technology needs, and attendance in advance of each Council meeting were noted. The board indicated the importance in sharing these rules well in advance of the Council meeting.
- **Emerging Issues**
  - In honor of Satia M. Orange a scholarship endowment will be established. The goal of the Satia Marshall Orange Spectrum Scholarship Endowment Fund is to raise \$57,000 to fund two scholars.

Board Approved Action	ALA Office	Responsible Person
ALA Executive Board votes to approve the hybrid Council Meeting Rules for the Annual Conference in June 2022.	Governance Office	Sheryl Reyes

The ALA Executive Board adjourned into closed session.

Key highlights from the [April 8-10, 2022](#) Spring Executive Board meetings:

- **Membership Dues Adjustment & Discussion, EBD #12.31**
  - Membership growth and recovery are slow, but ALA still has ambitious targets and is committed to membership growth as outlined in the pivot plan
  - An update on the dissolution of ASGCLA and a Board concern regarding available accessibility resources. Staff outreach will continue and a future hire of an Accessibility Officer to help build these efforts in ALA.
- **ALA Branding Working Group Update / Communication & Marketing Office (CMO) Report EBD #12.30**
  - Working hypothesis is that library users and self-identified library lovers would be interested in a relationship with ALA. The subcommittee selected Mission Partners as the firm to help with the discovery and feasibility.
  - Success of the campaign would amplify our message, increase engagement, and raise money for our libraries. This campaign is meant to take the place of “Libraries Transform”. Final recommendations will come in June.
  - CMO highlighted National Library week efforts
- **Information Technology Report, EBD #12.32**
  - Provided FY22 and FY23 IT staff project updates
  - Currently, IT has 5 staff members, with some consultant support. HR has indicated that hiring more IT staff, including the CIO position, is a priority. Chair Seymour is on the search committee for that position. The goal is to fill 8-9 positions by FY23.
  - Work around ITAC reporting and effectiveness will be visited by the incoming 2022-23 committee.
  - The request for more information and committee efforts around the website redesign was discussed.
- **Publishing & Media Report EBD #12.30**
  - Highlighted FY22 first quarter results, goals, trends and opportunities in publishing, and the work of the Publishing Committee. The Board requested a demo of the new CE system at a future meeting.
  - *American Libraries* is 17% above its budgeted revenue, mainly due to JobList. February hit a high mark of \$118,826, the most in the history of JobList
  - BookList signed an agreement with Zinio to host the digital magazines on Overdrive, Scribd, Amazon and other services.
  - Pushing high demand titles to more of the niche groups in responses to needs by the book bans and intellectual freedom resources
  - Publishing Committee is revising the charge and rethinking composition/work of committee
- **Public Policy and Advocacy Office (PPA) Report, EBD #12.30**
  - As of March of 2022, 105,000 student loan borrowers identified for \$6.4 billion in forgiveness under the limited Public Service Loan Forgiveness waiver which is set to expire October 31. COL will continue our work with the PSLF coalition and remain active on the issue of student debt forgiveness
  - Institute of Museum and Library Services (IMLS) got an \$11 million increase, but the Library Services Technology Act (LSTA) support did not increase and remained at \$197.4 million

- WIOA reauthorization (Workforce Innovation and Opportunity Act of 2022) introduced in March. The reauthorization bill builds on work that ALA did to include libraries in the 2014 WIOA Act
- ALA is a founding partner in the Airwaves for Equity Coalition which was publicly launched in February. The New America Foundation is leading the coalition and other partners include the schools, health and libraries broadband coalition (SHLB.) It also includes Consumer Reports, Commonsense and the Benton Institute for Broadband Society
- **Transforming ALA Governance (TAG) Update, EBD #10.10**
  - TAG's proposals consist of three action items: (1) Size and composition of the Council and Executive Board (2) Creation of the TAP mechanism for getting member feedback (3) Establishing an agenda committee
  - Gathering input from Council via information/feedback sessions in March-May 2022. Board feedback was shared on the agenda planning committee, effectiveness, and sharing resolutions to the appropriate committees well in advance.
- **Conference Services Report & Discussion, EBD #12.30**
  - Annual Conference
    - In February, registration, marketing and promotion for the Annual Conference launched.
    - There will be a digital experience option for those who are unable to participate in person, with access to a curated selection of live main stage and educational sessions.
    - Current revenue at 60% to the overall goal. The attendance goal is 7,000 which includes virtual attendance.
  - LibLearnX
    - The Conference Committee is reviewing the attendee survey.
    - 2023 is planned for in person in New Orleans. Considering governance correlation. Constitution & Bylaws and Policy Monitoring Committees have expressed concern on how to revise and include this versus Midwinter currently in policy and bylaws.
- **Office for Diversity, Literacy and Outreach Services (ODLOS) Report, EBD #12.30**
  - Unit goal is to strengthen the value proposition of ALA as a leading provider for CE on EDI. ODLOS is connecting folks to our EDI Speakers Bureau, which is like a clearing house for EDI experts
  - First ever Disability Inclusion Institute happening May 3-4 & 24-25. This is an opportunity for all ALA staff and additional constituents to participate in this two-day, six-hour training facilitated by our consultant, Access Living, which is a disability led and run organization.
- **Executive Committee Report**
  - ALA moved to platinum status on April 5 on Guidestar, placing ALA among the top 1% of nonprofits registered with Guidestar in terms of transparency and governance
  - Plans to create a task force that would focus on election and campaign clarifications
  - For the 150th anniversary, there will be interviews of past presidents to help capture ALA's history
- **ALA Division Updates**, please click here to see [PowerPoints](#).
- **Executive Director Report, EBD #12.30**
  - The newest impact stream, Data, Research and Design (DRD) is housed in the Center for the Future of Libraries with two fellows funded by Mellon grant funds

- The Continuing Education unit formed officially at the beginning of FY22 in order to coordinate CE at ALA-wide level and to provide a synergy in new product development and standardization. Built a new ALA CE website with all of ALA's content in one place where it is marketed, cataloged and executed. Response to the site is very positive, internally and externally
- The work of the Development office includes processing donations and support of fund-raising efforts for ALL units, as well as to foster internal and external relationships, and to create a culture of philanthropy. Contributed income goal this year of \$3,085,000, and currently at \$2,164,000 or about 70% of our goal. The plan is to begin recruiting a Director of Institutional Advancement at the end of FY23
- **Equity, Diversity, Inclusion & Social Justice (EDISJ) Updates**
  - Budgeting and pivot plan include EDISJ, and new data and research practices will include EDI through the work of the new fellows.
  - Committee on Accreditation is including EDISJ into the LIS-wide survey. The survey is broken out into open comment form for feedback on revisions of the 2015 standard, as well as reflecting that EDI is built into the revision as an improvement.
- **Operating Agreement Workgroup (OAWG) Discussion, EBD #10.9**
  - Sought board feedback on the OAWG proposal to remove the overhead rate from Divisions. This will not eliminate the revenue, but rather it will be an internal overhead accounting exchange at about \$2 million for divisions. Overhead pays for central services like HR and IT, and supports member value services, such as OIF and PPA.
  - Division feedback via PBA and other means seems to indicate an interest in moving this forward. The change would be implemented in FY24, and OAWG will likely recommend another group look at the actual implementation steps. The Board agreed that a more tangible outline from staff on what would be required to implement would be beneficial, or possibly a mock budget process for the upcoming year.
- **Budget Analysis Review Committee (BARC) and Finance & Audit Report, EBD #3.23**
  - Discussed transforming ALA governance (TAG) task force. There are some concerns with the financial implications of proposals, and BARC will reach out to meet with TAG prior to Annual Conference.
  - Two actions: approved the annual increase in personal member dues for FY23 in alignment of three-year average of the national CPI of 3.6% and approved preliminary FY23 budget
  - Also discussed BARC liaison program and connecting with Divisions EDs about the impact of BARC liaison
  - In 2017, the Board approved a strategic investment plan for three years, and BARC and F&A will update member about the outcomes of this investment at Annual Conference
- **Budget Update**
  - FY2022 Q1 Financial Results, EBD 3.20
    - Strong financial position, not only the statement of activities but also the statement of financial positions
    - Revenue totals \$11.6 million, with the general fund contributing 63% of that total, divisions at 24%, grants at 8%, long-term investment at 4%, and round tables at 1%

- Balance sheet also improved, with loan balances significantly decreased due to forgiveness of the PPP loans
  - FY2023 Preliminary Budget & Annual Estimates of Income
    - Assumptions:
      - 2% salary increase
      - no furlough days for staff
      - overhead will remain the same at 26.5%
      - continued freeze of net asset balance transfers to endowment
      - contingency amount
    - Gap between expenses and revenues was initially \$4 million, with no restrictions and no constraints. Employed the strategies to address the gap.
- **Endowment Trustee Report, EBD 13.2**
  - Book and Market value has been decreasing. Market value at \$63 million and book value at \$12 million
  - Two trustees have indicated interest in reappointment, which will be presented to F&A and Board for approval
  - Meeting in person on May 23 & 24 in Chicago at ALA headquarters
- **Executive Board Liaison Update & Emerging Issues**
  - The Joint Conference of Librarians of Color (JCLC) conference registration should be opening soon for October 5-9 in Saint Pete’s Beach, Florida. Please consider donating to the conference, and merchandise will be available for purchase.
  - The Rural, Native and Tribal Libraries of All Kinds committee is reassessing its charge and the needs of the populations it serves.
  - Our Annual Conference exhibits are now the largest aggregation of publishers and vendors promoting literature in the country. There might be a possibility for a post-conference public exhibits event that looks more like the Frankfurt Book Fair or Guadalajara Book Fair. Board members discussed the possibility, noting there is strong potential for this, which could be financially sustaining for ALA.
  - Clarification around Annual Conference registration/attendance projections is requested. Additional efforts will be made to be clear and communicative regarding conferences.

Board Approved Action	ALA Office	Responsible Person
ALA Executive Board votes to approve the annual increase in personal member dues for FY23 in alignment with the three-year average of the National Consumer Price Index, CPI, of 3.6%.	Membership Office	Melissa Walling
ALA Executive Board votes to approve that commercial posts for paid programs or services are prohibited on the ALA Connect platform, EBD #12.33.1	Membership Office	Melissa Walling

<p>ALA Executive Board votes to approve that job postings are restricted to a singular opt-in community on the ALA Connect platform, EBD #12.33.1</p>	<p>Membership Office</p>	<p>Melissa Walling</p>
<p>ALA Executive Board votes to approve the preliminary FY2023 budget proposal and annual estimates of income of \$113.7 million, as reflected in EBD #3.21-21a</p>	<p>Finance</p>	<p>Dina Tsouridas</p>
<p>ALA Executive Board approves continuation of the Barnes &amp; Thornburg LLP as ALA's legal counsel, including continuation of Paula Goedert as ALA's lead partner.</p>	<p>Executive Office</p>	<p>Tracie Hall</p>
<p>ALA Executive Board approves to allow councilors and committee members who are attending meetings listed in the scheduler during Annual Conference to register at the early bird rate for 3 weeks after the announcement of the requirement and then go to regular registration rates.</p> <p>Councilors and committee members who already registered will be honored with the early bird rate.</p>	<p>Governance</p>	<p>Sheryl Reyes</p>

Association of College & Research Libraries  
225 N. Michigan Avenue, Suite 1300  
Chicago, IL 60601  
800-545-2433, ext. 3248  
acrl@ala.org, http://www.acrl.org



# Memo

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

From: Robert J Malone, ACRL Executive Director

Date: June 3, 2022

Re: 2<sup>nd</sup> Quarter Report (through Jan 2022), FY 2022

The following report details ACRL’s performance through January 31, 2022.

As a reminder, ACRL’s budget is best considered on a two-year cycle due to the ACRL Conference in odd-numbered years. Expenses for the Conference are spread across two years which, typically, create deficits in even years and surpluses in odd years. Revenues deferred in even years are recognized in odd years upon the conclusion of the ACRL Conference. However, the pandemic has introduced uncertainty for budgeting for the near future.

## Executive Summary

ACRL Total	FY22 Q2 Actual	FY22 Q2 Budget	Var.
Revenues	\$725,457	\$697,934	\$27,523
Expenses	\$801,902	\$1,137,553	(\$335,651)
NET	(\$76,445)	(\$439,619)	\$363,174



ACRL's FY22 Q2 performance report from ALA shows a positive net, with revenue \$27,523 better than budgeted (this number will surely change as detailed below) and expenses \$335,651 less than budgeted, a difference of \$363,174. Part of the lower expenses is due to two unfilled staff positions, which have proven difficult to fill and which has put added pressure on staff.

### **ACRL Revenues**

Revenue remains healthy for the second quarter, some \$27,523 (4%) better than budgeted.

*C&RL News* remains strong, \$78,476 ahead of budget. There are several reasons for this: Online product advertising revenue (vendor e-blasts, newsletter sponsorships, etc.) is better than expected and our share of ALA JobLIST revenue is far ahead of budget due to better-than-expected performance in the LIS job placement market (preliminary figures for Feb, Mar, and Apr also show strong performance). There is one issue of print ad sales revenue in Q2 and then the numbers in this line will decline due to the online-only transition, for which we budgeted.

Membership is down 6%, some \$13,640 less than the budgeted \$224,974 but part of this may be due to delays in reporting. We are some \$35,055 under the FY20 numbers but the decline has slowed and we hope that our in-person meeting in 2023 will boost membership.

Licensed workshop (RoadShow) revenues remain below budget, due mainly to the suspension of in-person RoadShows, but there has been increased activity here and budgeted revenues for RoadShows are spread evenly across the fiscal year, as workshops may be requested at any time and there is not usually a specific timeframe where requests are heaviest. We also expect the virtual Rare Books and Manuscripts Section meeting in June to come in on budget, which is a relief since that meeting required a late pivot from in person to virtual.

Advisory services' revenue \$5,907 below YTD budget is a timing issue. Per projections, revenue for FY22 will exceed budget.

We identified more than \$23,000 in missing revenue for non-serial publications in the performance reports. Once that has been allocated properly, non-serial pubs will be ahead of budget in total revenues through January. Preliminary sales reports and payments from distributors for institutional ebook sales through Q3 indicate that non-serial publications will close the fiscal year at or above budget.

### **ACRL Expenses**

ACRL expenses are 30% below budget.

- Although membership revenue was 6% below budget, expenses were much lower than projected, as decreased membership revenue will conversely have decreased service fees.
- The lack of an in-person meeting at LLX saved over \$13,000 in board expenses alone.
- Expenses for non-periodical publications were approximately 65% under budget, much of which can be attributed to a large inventory adjustment credit in our expenses, which was likely due to accounting correcting overages due to the warehouse move to Chicago Distribution Center.
- ACRL's Budget and Finance Committee Task Force looked at the budget with an EDI lens and made a recommendation in Jan 2022 that ACRL commit some \$150K to EDI efforts across the Association in

FY23. Since EDI is embedded across many organizational activities, we believe that goal will be easily achieved.

### **ACRL Net revenue**

Per the performance reports, ACRL ended January 2022 with a net of (\$76,445), which is 83% better than the budgeted amount of (\$439,619).

### **ACRL LTIs**

ACRL's long-term investments ended in Jan 2022 at \$5,063,130, an amount that will undoubtedly decrease once further reports are received for the quarter. Board and Budget and Finance Committee members will recall that ACRL signed a letter with the Public Library Association -- sent to ALA President Patty Wong in late May -- protesting the fact that ALA mandated that the 5% draw on the 20-quarter average be used as ALA directed, rather than it be used as recommended by ACRL's Budget and Finance Committee, subject to approval by the Board. Division autonomy in the use of LTI funds is outlined in the Operating Agreement and is a part of Budget and Finance's work plan. The recommended revisions to the Operating Agreement will impact how these funds are used.

### **ACRL Operating Reserves**

A total of \$3,291,278 with a mandated reserve of \$841,982. As mentioned above, a revised Operating Agreement will have an effect on the use of these funds.

### **ALA Pivot Strategy Goals**

Looking at ACRL's current performance and plans in relation to ALA priorities, we share a few important data points:

- ALA's five-year financial plan aims to reduce spending on personnel in relation to revenue. ACRL Salaries/benefits must be no more than 45 percent of expenses, and total administrative costs no more than 60 percent of the total operating budget, not including Choice. ACRL's FY23 budgeted salaries are 24% of the average of the last two-years of expenses.
- An ALA tactical goal per the pivot strategy is for 10% contributed revenue. ACRL looks forward to continuing to explore appropriate foundations to approach, with help and guidance from ALA institutional advancement.
- Another ALA tactical goal is 15% market share in FY22. ACRL market penetration has been above 34% for 16 years. We look forward to continuing ACRL's new member onboarding program to increase engagement and retention, in coordination with ALA's new engagement plan.
- We are fortunate to have dedicated members elected or appointed to volunteer in over 1,200 positions across ACRL. With an ACRL membership of 8,515 (as of Dec 2022), the ratio of 1 position for approximately every 7 members means there are many engagement opportunities available. Without the time and energy of member volunteers, ACRL would not be able to accomplish nearly as much for the good of the profession.

FY22 actuals through January 2022

	FY22	FY22	FY22	FY22	FY22	FY20*	FY20*	FY20*
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance	Q2 Actual	\$ Variance	% Variance
<b>Beginning Reserves</b>								
Reserve Sept. 1: ACRL Operating	\$3,367,723	\$3,367,723	\$3,367,723	\$0	0%	\$3,311,824	\$55,899	2%
Reserve Sept. 1: ACRL LTI	\$5,522,221	\$5,522,221	\$5,209,693	\$0	0%	\$4,954,015	\$568,206	5%
Reserve Sept. 1: CHOICE Operating	\$2,924,245	\$2,924,245	\$2,924,245	\$0	0%	\$2,571,980	\$352,265	14%
Reserve Sept. 1: CHOICE LTI	\$557,493	\$557,493	\$557,493	\$0	0%	\$538,536	\$18,957	4%
<b>Total</b>	<b>\$12,371,681</b>	<b>\$12,371,681</b>	<b>\$12,059,154</b>	<b>\$0</b>	<b>0%</b>	<b>\$11,376,355</b>	<b>\$995,326</b>	<b>6%</b>
<b>Revenues</b>								
<b>Membership</b>								
Dues	\$539,937	\$224,974	\$211,334	(\$13,640)	-6%	\$246,389	(\$35,056)	-14%
Standards, Licensing Fees	\$250	\$104	\$0	(\$104)	-100%	\$159	(\$159)	-100%
Advisory	\$52,000	\$13,000	\$7,093	(\$5,907)	-45%	\$40,325	(\$33,232)	N/A
Awards	\$0	\$0	\$1,200	\$1,200	N/A	\$500	\$700	140%
Special Events	\$15,125	\$2,400	\$0	(\$2,400)	N/A	\$2,500	(\$2,500)	N/A
Equity, Diversity & Inclusion	\$17,500	\$10,000	\$32,000	\$22,000	N/A	\$12,500	\$19,500	156%
Project Outcome	\$6,525	\$2,588	\$450	(\$2,138)	N/A	\$0	\$450	N/A
<b>Subtotal</b>	<b>\$631,337</b>	<b>\$253,065</b>	<b>\$252,076</b>	<b>(\$989)</b>	<b>0%</b>	<b>\$302,373</b>	<b>(\$50,297)</b>	<b>-17%</b>
<b>Publications</b>								
CHOICE	\$2,246,444	\$823,342	\$996,466	\$173,123	21%	\$1,120,610	(\$124,144)	-11%
C&RL	\$19,325	\$7,969	\$14,302	\$6,333	79%	\$9,718	\$4,583	47%
C&RL News	\$460,437	\$196,031	\$274,507	\$78,476	40%	\$236,175	\$38,331	16%
RBM	\$23,756	\$11,791	\$10,055	(\$1,736)	-15%	\$14,585	(\$4,530)	-31%
Nonperiodical Publications	\$266,120	\$119,967	\$100,519	(\$19,447)	-16%	\$133,786	(\$33,266)	-25%
Library Statistics	\$193,036	\$55,677	\$36,116	(\$19,561)	-35%	\$39,215	(\$3,099)	-8%
<b>Subtotal</b>	<b>\$3,209,118</b>	<b>\$1,214,777</b>	<b>\$1,431,965</b>	<b>\$217,188</b>	<b>18%</b>	<b>\$1,554,090</b>	<b>(\$122,125)</b>	<b>-8%</b>
<b>Education</b>								
Institutes & Liscensed Workshops	\$291,850	\$23,750	\$0	(\$23,750)	-100%	\$0	\$0	N/A
ACRL Conference	(\$24,000)	(\$10,000)	\$0	\$10,000	-100%	(\$1,895)	\$1,895	-100%
RBMS Conference	\$240,071	\$0	\$2,500	\$2,500	N/A	\$32,500	(\$30,000)	-92%
Annual Conference & LLX Programs	\$14,000	\$0	\$0	\$0	N/A	\$500	(\$500)	N/A
Web-CE	\$95,623	\$39,684	\$35,381	(\$4,303)	-11%	\$26,629	\$8,752	33%
<b>Subtotal</b>	<b>\$617,544</b>	<b>\$53,434</b>	<b>\$37,881</b>	<b>(\$15,553)</b>	<b>-29%</b>	<b>\$57,734</b>	<b>(\$19,853)</b>	<b>-34%</b>
<b>Special Programs</b>								
Friends of ACRL-Restricted	\$0	\$0	\$11,800	\$11,800	N/A	\$0	\$11,800	N/A
Friends of ACRL-Operating	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
<b>Total Revenues</b>								
<b>Total Revenues ACRL</b>	<b>\$2,211,555</b>	<b>\$697,934</b>	<b>\$725,457</b>	<b>\$27,523</b>	<b>4%</b>	<b>\$793,587</b>	<b>(\$68,130)</b>	<b>-9%</b>
<b>Total Revenues CHOICE</b>	<b>\$2,246,444</b>	<b>\$823,342</b>	<b>\$996,466</b>	<b>\$173,123</b>	<b>21%</b>	<b>\$1,120,610</b>	<b>(\$297,268)</b>	<b>-11%</b>
<b>Total Revenues ACRL &amp; Choice</b>	<b>\$4,457,999</b>	<b>\$1,521,276</b>	<b>\$1,721,922</b>	<b>\$200,646</b>	<b>13%</b>	<b>\$1,914,197</b>	<b>(\$392,921)</b>	<b>-10%</b>

FY22 actuals through January 2022

	FY22	FY22	FY22	FY22	FY22	FY20*	FY20*	FY20*
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance	Q2 Actual	\$ Variance	% Variance
<b>Expenses</b>								
<b>Membership</b>								
Membership Services	(\$14,040)	\$18,715	\$1,413	(\$17,302)	-92%	\$11,948	(\$10,536)	-88%
Exec. Cttee. & Board	\$176,922	\$24,253	\$5,968	(\$18,285)	-75%	\$58,753	(\$52,785)	-90%
Advisory	\$60,959	\$13,843	\$9,775	(\$4,067)	-29%	\$40,525	(\$30,749)	-76%
Standards Distribution	\$10,593	\$36	(\$37)	(\$73)	-202%	\$68	(\$106)	-154%
Awards	\$32,446	\$0	\$0	\$0	N/A	\$0	\$0	N/A
Chapters	\$22,272	\$1,985	\$100	(\$1,885)	-95%	\$538	(\$438)	-81%
Committees	\$135,661	\$507	\$0	(\$507)	-100%	\$25	(\$25)	N/A
Sections	\$144,470	\$22,889	\$1,183	(\$21,705)	-95%	\$2,681	(\$1,497)	-56%
C&RL Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
Liaisons to Higher Ed. Organizations	\$33,454	\$7,146	\$13,783	\$6,637	93%	\$9,145	\$4,638	51%
Special Events	\$22,186	\$5,693	\$0	(\$5,693)	-100%	\$6,736	(\$6,736)	N/A
Information Literacy	\$46,856	\$7,229	\$7,759	\$530	7%	\$9,390	(\$1,631)	-17%
Scholarly Communications	\$85,217	\$17,082	\$6,396	(\$10,686)	-63%	\$49,392	(\$42,997)	-87%
Value of Academic Libraries	\$45,040	\$70	\$0	(\$70)	N/A	\$1,218	(\$1,218)	-100%
Government Relations	\$44,369	\$3,753	\$5,833	\$2,081	55%	\$8,484	(\$2,651)	-31%
Scholarships	\$37,000	\$0	\$5,000	\$5,000	N/A	\$2,500	\$2,500	N/A
Annual Conference Programs	\$37,589	\$0	\$0	\$0	N/A	\$14	(\$14)	N/A
New Roles & Changing Landscapes	\$24,204	\$1,636	\$200	(\$1,436)	-88%	\$3,375	(\$3,175)	N/A
Equity, Diversity & Inclusion	\$43,184	\$2,260	\$658	(\$1,602)	-71%	\$150	(\$2,717)	-81%
Project Outcome	\$97,866	\$26,127	\$35,980	\$9,853	38%	\$47,755	(\$11,775)	-25%
<b>Subtotal</b>	<b>\$1,086,248</b>	<b>\$153,224</b>	<b>\$94,012</b>	<b>(\$59,212)</b>	<b>-39%</b>	<b>\$252,697</b>	<b>(\$158,686)</b>	<b>-63%</b>
<b>Publications</b>								
CHOICE	\$2,456,389	\$1,012,789	\$831,417	(\$181,372)	-18%	\$892,314	(\$60,897)	-7%
C&RL	\$50,438	\$4,846	\$6,174	\$1,328	27%	\$6,969	(\$795)	-11%
C&RL News	\$427,425	\$111,175	\$101,949	(\$9,226)	-8%	\$132,681	(\$30,732)	-23%
RBM	\$21,298	\$7,030	\$7,902	\$872	12%	\$7,419	\$483	7%
Nonperiodical Publications	\$245,601	\$43,884	\$14,456	(\$29,428)	-67%	\$55,802	(\$41,346)	-74%
Library Statistics	\$180,786	\$82,302	\$93,670	\$11,368	14%	\$6,440	\$87,230	1355%
<b>Subtotal</b>	<b>\$3,381,937</b>	<b>\$1,262,026</b>	<b>\$1,055,568</b>	<b>(\$206,457)</b>	<b>-16%</b>	<b>\$1,101,625</b>	<b>(\$46,056)</b>	<b>-4%</b>
<b>Education</b>								
Institutes & Liscensed Workshops	\$285,411	\$17,756	\$2,462	(\$15,294)	-86%	\$972	\$1,490	65%
ACRL Conference	\$290,106	\$73,413	\$6,703	(\$66,710)	-91%	\$28,705	(\$22,001)	-130%
RBMS Conference	\$227,434	(\$19,713)	(\$9,476)	\$10,237	-52%	\$12,819	(\$22,295)	-57%
Web-CE	\$72,070	\$10,324	\$11,222	\$898	9%	\$10,719	\$503	2132%
<b>Subtotal</b>	<b>\$875,021</b>	<b>\$81,780</b>	<b>\$10,912</b>	<b>(\$70,869)</b>	<b>-87%</b>	<b>\$53,215</b>	<b>(\$42,303)</b>	<b>-126%</b>
<b>Special Programs</b>								
Friends of ACRL-Restricted	\$0	\$0	\$11,800	\$11,800	N/A	\$0	\$0	N/A
Friends of ACRL-Operating	\$47,700	\$1,750	\$349	(\$1,401)	-80%	\$794	(\$445)	-56%
<b>Subtotal</b>	<b>\$47,700</b>	<b>\$1,750</b>	<b>\$12,149</b>	<b>\$10,399</b>	<b>594%</b>	<b>\$794</b>	<b>\$11,355</b>	<b>1430%</b>
Unallocated Admin Expenses	\$6,875	\$651,562	\$472,478	(\$179,085)	-27%	\$690,402	(\$217,924)	-32%
<b>Total Expenses</b>								
Total Expenses ACRL	\$2,941,392	\$1,137,553	\$801,902	(\$335,651)	-30%	\$1,206,419	(\$404,517)	-34%
Total Expenses CHOICE	\$2,456,389	\$1,012,789	\$831,417	(\$181,372)	-18%	\$892,314	(\$60,897)	-7%
Total Expenses ACRL & Choice	\$5,397,781	\$2,150,342	\$1,633,319	(\$517,023)	-24%	\$2,098,733	(\$465,414)	-22%

FY22 actuals through January 2022

	FY22	FY22	FY22	FY22	FY22	FY20*	FY20*	FY20*
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance	Q2 Actual	\$ Variance	% Variance
<b>Nets</b>								
Total Net ACRL	(\$729,837)	(\$439,619)	(\$76,445)	\$363,174	83%	(\$412,832)	\$336,387	322%
Total Net Choice	(\$209,945)	(\$189,447)	\$165,049	\$354,496	187%	\$228,296	(\$63,248)	-28%
Membership Net	(\$454,911)	\$99,842	\$158,065	\$58,223	-58%	\$49,676	\$108,389	218%
Publications Net (without Choice)	\$37,126	\$142,198	\$211,348	\$69,149	49%	\$224,169	(\$12,821)	-6%
Education Net	(\$257,477)	(\$28,346)	\$26,969	\$55,316	195%	\$4,519	\$22,451	544%
<b>Operating Transfers</b>								
ACRL	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
Choice	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
<b>LTI Transfers, Gains, Losses</b>								
ACRL LTIs	(\$141,536)	\$43,972	(\$146,564)	(\$190,535)	-433%	\$343,695	(\$490,259)	-143%
Choice LTI	(\$34,476)	\$4,880	(\$11,255)	(\$16,135)	-331%	\$29,642	(\$40,897)	-138%
<b>Ending Reserves</b>								
ACRL Mandated Operating Reserve	\$841,982	\$841,982	\$841,982	\$0	0%	\$1,028,604	(\$186,622)	-18%
Reserve Aug 31: ACRL Operating	\$2,637,886	\$2,928,105	\$3,291,278	\$363,174	12%	\$2,898,992	\$392,286	14%
Reserve Aug 31: ACRL LTI	\$5,380,685	\$5,566,192	\$5,063,130	(\$503,063)	-9%	\$5,297,710	(\$234,580)	-4%
Reserve Aug 31: CHOICE Operating	\$2,714,300	\$2,734,798	\$3,089,293	\$354,496	13%	\$2,800,276	\$289,017	10%
Reserve Aug 31: CHOICE LTI	\$523,017	\$562,373	\$546,238	(\$16,135)	-3%	\$568,178	(\$21,940)	-4%
Total	\$11,255,887	\$11,791,467	\$11,989,939	\$198,472	2%	\$12,593,761	(\$603,822)	-5%
* = FY20 actuals for ACRL to reflect two-year conference budget and FY21 actuals for Choice.								

## Choice Performance Comments FY22 Q2

Choice's overall financial performance through January of FY22 remains ahead of budget, with net operating income of \$165,049 on revenues of \$996,465 and expenses of \$831,416. Advertiser interest in sponsored content programs and better than expected performance in subscriptions has helped us exceed revenue projections by \$173K. Through careful management of expenses and some staff retirements in Q1 Choice is \$181K better than budget on spending. We received \$153K in Paycheck Protection Program (PPP) money in FY22. Removing the PPP allocations from our operating budget (putting it "below the line") reveals that Choice is 12K better than budget. Choice fully expects to meet revenue and expense projections for the remainder of FY22.

Jan-22								
CHOICE 404	Budget (Year)	Budget YTD	Actual YTD	Var	% Budget	Prior YTD	Var	% Prior
Beginning Net Assets			2,924,245			2,571,980	352,265	13.70%
TOTAL REVENUES	2,246,444	823,343	996,465	173,122	21.0%	1,120,610	(124,145)	-11.08%
Total Expenses before OH/Taxes	2,142,494	895,144	687,682	207,461	23.2%	802,816	802,816	100.00%
Contribution Margin	103,950	(71,801)	308,783	380,583	-530.1%	317,794	(9,011)	-2.84%
Overhead	297,655	110,879	132,058	(21,179)	-19.1%	83,177	(48,881)	-58.77%
Allocations (575 Main St)	16,240	6,767	11,676	(4,910)	-72.6%	6,321	(5,355)	-84.72%
Tax	0	0	0	0		0	0	
TOTAL EXPENSES	2,456,389	1,012,789	831,416	181,372	17.9%	892,314	60,897	6.82%
Net Revenue/(Expense) from Ops	(209,945)	(189,446)	165,049	354,494	187.1%	228,296	(63,248)	27.70%
PPP allocation (5005)	0	0	(153,043)	(153,043)		322,388	(475,431)	-147.47%
CCA writedown								
Net Revenue/(Expense)	(209,945)	(189,446)	12,006	201,451	-106.3%	550,684	(538,679)	-97.82%
Ending Net Asset Balance			2,936,251	2,936,251	#DIV/0!	3,122,664	(186,413)	-5.97%

### SUBSCRIPTIONS

Subscriptions to Choice's print products—*Choice* magazine, and *Reviews on Cards*—are \$33K better than budget while *Choice Reviews* is close to budget. We are no longer accepting renewals for *ccAdvisor* in anticipation of sunsetting this product by the end of 2022. *Resources for College Libraries* subscription revenue outperformed budget by \$15K.

### ROYALTIES

Licensing (royalty) income is ahead of budget, due to timing. We negotiated a two-year extension of our agreement with ProQuest's ebook platform and we expect to meet our revenue goal of \$455K for FY22.

### ADVERTISING AND SPONSORED CONTENT

*Choice* magazine and *Choice Reviews* advertising revenue track close to budget while sponsored content is behind budget. Overall, advertising revenue, driven by webinars, is \$60K better than budget. This is \$86K less than FY22, but there is still ample time in the year to close this gap.

### EXPENSES

On the expense side, we are \$225K better than budget—\$153K of that PPP allocations. Our Outside Services expenses, which includes copy editing, are on budget, but we expect this cost to rise (and payroll to fall) over the course of FY22. Our copy editor retired in December and we plan on relying more on our freelance copy editor for the foreseeable future.

## ACRL FY20 and FY21 Financial Narrative

Carolyn Henderson Allen  
Budget & Finance Committee Chair

The ACRL Board of Directors, Budget and Finance Committee, the Executive Director, and ACRL staff carefully monitored and reviewed the 2019-2020 and 2020-2021 fiscal years. The two fiscal year budgets are combined in this report due to unforeseen delays affecting the timing of financial closing. The association remains fiscally sound with excellent stewardship and strategic realignments that ensure effective member services, engaging programs, and sustained initiatives. Typically, the ACRL Budget operates on a two-year cycle due to the ACRL Conference, which takes place in odd years, with deficits in even years and surpluses in the odd years. It is important to note that operating processes in academic institutions, associations, and businesses disrupted by furloughs, enrollment declines, and services, resulted in lost revenue globally due to the COVID-19 pandemic. Social justice concerns, lost jobs, and human loss took a toll on everyone, yet ACRL remained steadfast in providing quality services and programs throughout the pandemic. However, because early limitations on in-person gatherings led to severe disruptions, the in-person ACRL 2021 Conference, the RBMS conference, and RoadShows were held virtually; nevertheless, the member committees provided resoundingly excellent conference opportunities and effective programs for members.

### The Fiscal Year 2020 performance

In FY 2020, ACRL ended 21% better than anticipated, with over \$190K better than budgeted. *Choice* also had a positive year with nearly \$70K better than budgeted.

The detailed information below explains why ACRL and Choice funding deviated from the norm for FY2020 and FY2021.

ACRL TOTAL	FY20 Actual	FY20 Budget	Variance from Budget	FY18 Actual	Variance FY18 to FY20
Beginning net asset balance	\$3,311,824	\$3,311,824	\$0	\$4,687,947	(\$1,376,123)
Revenues	\$1,639,469	\$2,572,017	(\$932,548)	\$2,691,183	(\$1,051,714)
Expenses	\$2,370,052	\$3,492,645	(\$1,122,594)	\$3,423,870	(\$1,053,818)
NET	(\$730,583)	(\$920,628)	\$190,045	(\$732,687)	\$2,104
Ending net asset balance	\$2,581,241	\$2,391,196	\$190,045	\$3,430,260	(\$849,019)



Choice TOTAL	FY20 Actual	FY20 Budget	Variance from Budget	FY19 Actual	Variance FY19 to FY20
Beginning net asset balance	\$2,571,980	\$2,571,980	\$0	\$2,926,294	(\$354,314)
Revenues	\$2,485,767	\$2,645,629	(\$159,862)	\$2,520,863	(\$35,096)
Expenses	\$2,425,753	\$2,654,850	(\$229,097)	\$2,698,854	(\$273,101)
NET	\$60,014	(\$9,221)	\$69,236	(\$177,991)	\$238,005
Ending net asset balance	\$2,631,994	\$2,562,758	\$69,236	\$3,273,303	(\$641,309)

While ACRL total revenues declined about 36% (-\$932,548) overall, expenses also declined by about 32% (-\$1,122,594). The offsets and income revenue shifts occurred in education (cancellation of the RBMS Conference, licensed workshops), publications, and membership.

ACRL expenses within the same budget categories: approximately 72% (-\$529,888) in meetings and conference expenses, rentals, equipment, facilities, meals, etc. Likewise, transportation declined 68% (-\$95,366), and outside professional services such as bank fees and messenger services were reduced by 44% or (-\$118,199). Furloughs and retirement accounted for about 7% or (-\$117,602).

Choice's total budgeted revenue fell by about \$160,000. However, reductions in expenditures offset the losses and enabled a \$60,014 surplus, thus ending with a net balance of \$2,631,994. Subscription revenue was 5% below budget and about 3.5% below the prior year, realizing \$1,258,734.

Choice Expenses for FY20 dropped by \$207,939 before overhead and taxes amounting to about 9.1% of the budget. However, the overall net revenue was a positive \$60,014.

**Details can be found in the supplemental charts.**

#### The Fiscal Year 2021 performance

The FY2021 budget saw a \$786K net increase, about 343% better than the budget with an ending net asset balance of \$ 3,367,722. Expenses \$2,443,625, a reduction of \$1,769,863. These outstanding results are due to the high performance of the staff in the face of complex challenges, including furloughs, as mentioned above. They are to be congratulated for their perseverance and dedication to the association and its members.

ACRL revenue streams supporting education (conferences and workshops dropped 32% or - \$849,611, and publications (including Choice) declined by 1% or \$19,099. Memberships exceeded expectations by 33% at \$615,789. Total revenues for FY21 were 17% lower than budgeted equaling -\$659,817 in revenues below budget.

While membership remained a priority, the Budget and Finance Committee recommended that the Board of Directors rescind the dues increase proposed for FY21 for retired (\$1) and personal



members (\$2) as a symbolic gesture and compassion during the COVID19 pandemic. Membership dues are typically aligned with the Higher Education Price Index, which dropped from 2.5% to 1.9% in 2020. Student membership rates remain at \$5.00 for FY20 & FY21.

ACRL Expenses declined as expected, resulting in a reduction of 42% or \$1,768,863. In-person cancellation expenditures saw education expenses drop by 62% or -\$1,507,075, publications (with Choice) declined 14% or -\$441,112 and membership expenses declined 34% or -\$347,324 (travel, annual conference and other programs).

ACRL TOTAL	FY21 Actual	FY21 Budget	Variance from Budget	FY19 Actual	Variance FY19 to FY21
Beginning net asset balance	\$2,581,390	\$2,581,390	\$0	\$3,430,260	(\$848,870)
Revenues	\$3,229,958	\$3,889,775	(\$659,817)	\$5,115,731	(\$1,885,773)
Expenses	\$2,443,625	\$4,213,488	(\$1,769,863)	\$5,234,168	(\$2,790,543)
NET	\$786,333	(\$323,713)	\$1,110,046	(\$118,437)	\$904,770
Ending net asset balance	\$3,367,722	\$2,257,677	\$1,110,045	\$3,311,823	\$55,900

Choice TOTAL	FY21 Actual	FY21 Budget	Variance from Budget	FY20 Actual	Variance FY20 to FY21
Beginning net asset balance	\$2,587,461	\$2,587,461	\$0	\$2,571,980	\$15,481
Revenues	\$2,327,415	\$2,382,519	(\$55,104)	\$2,435,934	(\$108,519)
Expenses	\$1,990,631	\$2,370,053	(\$379,423)	\$2,420,453	(\$429,822)
NET	\$336,784	\$12,465	\$324,319	\$15,481	\$321,303
Ending net asset balance	\$2,924,244	\$2,599,926	\$324,319	\$2,587,461	\$336,784

Choice completed the year \$324K better than expected, with a net operating income of \$336,784, totaling revenue of \$2,327,415 and expenses of only \$1,990,631. Of note, Choice received \$322,388 in funds from the Paycheck Protection Program, which resulted in a total net asset balance of \$2,924,244.

CHOICE revenues derive from subscriptions, royalties, and sponsored content. Revenues met the allocated budget but fell by 4% from the previous year. Although the goal was met, a consistent decline in subscription revenue of earlier years has led to overall revenue falling \$108,519 below last year. Advertising and sponsored content, however, exceeded budget.

Based on declining trends in the marketplace for print materials, *Choice* and *Choice Reviews* which made up about 88% of the advertising revenue, experienced similar declines. However, with a strategic pivot to support and provide webinars, podcasts, and producing white

papers, “sponsored content” had grown substantially, reaching \$597,000 in FY21 from a start of \$68,000 in FY13.

The 43 Webinar programs presented in FY21 grossed \$282,532 with 48,145 registrations and 24,063 attendees, about a 35% increase over FY20. White Paper sales generated \$48,000 in gross sales, 20% ahead of budget; podcasts, \$36,500, about 22% above budget, and newsletters and eblasts accounted for \$244,000, over 50% ahead of budget.

Advertising and sponsored content accounted for \$778,000, growing by 16% over the prior year.

Subscription revenue, derived from sales of *Choice Reviews*, *Choice Magazine*, *Reviews on Cards*, *Resources for College Libraries*, and *ccAdvisor*, declined substantially. In FY21, revenue was \$1,098,388, 10% below budget and 9% below the previous year.

### The Future

Choice will continue to review its portfolio for adding new products and developing new collaborations for growth. The Budget and Finance Committee and the Board of Directors will continue to consider options for any recommended enhanced services and new and improved revenue streams that ensure financial stability.

The Budget and Finance Committee will continue to monitor the ACRL and Choice budgets, making recommendations to the Board of Directors for changes or enhancements.

The Board of Directors will review the Budget and Finance Working Group recommendations to enrich equity, diversity, and inclusion within the association.

Equity, diversity, and inclusion will become embedded in all aspects of the association's work.

The association will continually examine membership growth for successful and sustainable models that support cultural and economic changes.

### Thank You

Mark Cummings, editor, and publisher of Choice retired in April 2022. Mark has been a vital contributor to the ACRL Budget and Finance Committee. He gently and eloquently expanded our publishing knowledge and made the many conundrums he faced daily seem easy. His contributions to the library profession have positively impacted thousands of librarians and library staff, and we are grateful for your leadership.

Mark, may you have many happy new beginnings.





	A	B	C	D	E	F	G	H
1		FY20	FY20	\$ Variance	% Variance	FY18*	\$ Variance	% Variance
2		Budget	Actual	From Budget	From Budget	Actual	From 2018	From FY18
100	<b>Nets</b>							
101	<b>Total Net ACRL</b>	<b>(\$920,628)</b>	<b>(\$730,583)</b>	<b>\$190,045</b>	<b>-21%</b>	<b>(\$732,687)</b>	<b>\$2,104</b>	<b>0%</b>
102	<b>Total Net Choice</b>	<b>(\$9,221)</b>	<b>\$60,014</b>	<b>\$69,236</b>	<b>-751%</b>	<b>(\$177,991)</b>	<b>\$238,005</b>	<b>134%</b>
103								
104	<b>Membership Net</b>	<b>(\$722,095)</b>	<b>(\$449,711)</b>	<b>\$272,384</b>	<b>-38%</b>	<b>(\$785,474)</b>	<b>\$335,763</b>	<b>43%</b>
105	<b>Publications Net (without Choice)</b>	<b>\$119,200</b>	<b>\$46,351</b>	<b>(\$72,849)</b>	<b>-61%</b>	<b>\$188,928</b>	<b>(\$142,577)</b>	<b>-75%</b>
106	<b>Education Net</b>	<b>(\$257,772)</b>	<b>(\$269,519)</b>	<b>(\$11,746)</b>	<b>5%</b>	<b>(\$70,785)</b>	<b>(\$198,734)</b>	<b>-281%</b>
107								
108	<b>Operating Transfers</b>							
109	<b>ACRL</b>	<b>\$157,096</b>	<b>\$157,096</b>	<b>\$0</b>	<b>0%</b>	<b>(\$525,000)</b>	<b>\$682,096</b>	<b>130%</b>
110	<b>Choice</b>	<b>(\$42,840)</b>	<b>\$43,987</b>	<b>\$86,827</b>	<b>-203%</b>	<b>\$42,840</b>	<b>\$1,147</b>	<b>3%</b>
111								
112	<b>LTI Transfers, Gains, Losses</b>							
113	<b>ACRL</b>	<b>\$0</b>	<b>\$569,651</b>	<b>n/a</b>	<b>n/a</b>	<b>\$1,301,761</b>	<b>(\$732,110)</b>	<b>-56%</b>
114	<b>Choice</b>	<b>\$0</b>	<b>\$62,944</b>	<b>n/a</b>	<b>n/a</b>	<b>\$9,027</b>	<b>\$53,917</b>	<b>597%</b>
115								
116	<b>Ending Reserves</b>							
117	<b>ACRL Mandated Operating Reserve</b>	<b>\$1,028,604</b>	<b>\$1,028,604</b>	<b>\$0</b>	<b>0%</b>	<b>\$933,236</b>	<b>\$95,369</b>	<b>10%</b>
118	<b>Reserve Aug 31: ACRL Operating</b>	<b>\$2,391,196</b>	<b>\$2,581,241</b>	<b>\$190,045</b>	<b>8%</b>	<b>\$3,430,260</b>	<b>(\$849,019)</b>	<b>-25%</b>
119	<b>Reserve Aug 31: ACRL LTIs</b>	<b>\$5,111,112</b>	<b>\$5,523,667</b>	<b>\$412,555</b>	<b>8%</b>	<b>\$4,956,786</b>	<b>\$566,881</b>	<b>11%</b>
120	<b>Reserve Aug 31: CHOICE Operating</b>	<b>\$2,562,758</b>	<b>\$2,631,994</b>	<b>\$69,236</b>	<b>3%</b>	<b>\$3,273,303</b>	<b>(\$641,309)</b>	<b>-20%</b>
121	<b>Reserve Aug 31: CHOICE LTI</b>	<b>\$495,696</b>	<b>\$557,493</b>	<b>\$61,797</b>	<b>12%</b>	<b>\$538,536</b>	<b>\$18,957</b>	<b>4%</b>
122	<b>Total</b>	<b>\$10,560,762</b>	<b>\$11,294,394</b>	<b>\$733,633</b>	<b>7%</b>	<b>\$13,132,121</b>	<b>(\$1,837,726)</b>	<b>-14%</b>
123								
124	* = Column F includes FY18 actuals for ACRL to reflect two-year conference budget and FY19 actuals for Choice.							





	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. Ctte. & 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>

August 31, 2021 (final close)

## ACRL FY21 Q4 Report

	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.								





## 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?

**2021–2022 Work Plan**

**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**

**1. Equity, Diversity, and Inclusion:**

- a. What conversations will your committee continue about EDI-related initiatives? (e.g., developing programming, tools, publications, eLearning, etc.)
- b. What are some ways you could determine outcomes/impact?

- a. The committee will continue all aspects of monitoring the fiscal health of the organization and make recommendations for change where needed.
- 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.

**2. Communication and engagement:**

- a. How involved are members in the work of the committee?
- b. What ideas does your group have for helping members feel more connected to the work of the team?
- c. What kind of support might you need to improve communication and engagement?

- a. All members of the committee contribute effectively.
- b. Volunteers for committee/working group assignments, taking minutes at meetings and idea generation discussions.
- c. No additional support is necessary currently.

**3. Membership:**

- a. How might the work of your committee support or provide value for members?

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.

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

<b>Activity #1 Timeline</b>
<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"/>

<b><u>ACRL Plan for Excellence</u></b>
<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)

**Provide a brief sentence connecting your project to the goal area and objective you selected:**

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.**

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Budget assumptions reviewed and discussed by Budget and Finance Committee	Mid to late October 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:	<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>	
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
<b>How will success be measured?</b>
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: <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 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>	
<input type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2022. Expected completion date: <input style="width: 150px;" type="text"/>	

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

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
<b>How will success be measured?</b>
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>	
<input type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
<input type="checkbox"/>	multi-year project continuing past June 30, 2022. Expected completion date: <input style="width: 150px;" 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>	

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
<b>How will success be measured?</b>
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: <input style="width: 150px;" 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 #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.

<b>Work Plan Activity #7</b>	
<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

<b>Activity #7 Timeline</b>	
<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 style="width: 150px;" type="text"/>	

<u><a href="#">ACRL Plan for Excellence</a></u>	
<b>Check the best goal and objective.</b>	
Value of Academic Libraries	
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
Core Commitment to Equity, Diversity & Inclusion	
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 #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
<b>How will success be measured?</b>
Feedback from Survey of participants

<b>2021–2022 Work Plan</b>
----------------------------

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: <input style="width: 150px;" 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>	
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

<b>2021–2022 Work Plan</b>
----------------------------

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 its funds.
<b>Brief Description:</b>	Member engagement; programs and services

Activity #9 Timeline	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2022. Expected completion date: <input style="width: 150px;" type="text"/>	

<a href="#">ACRL Plan for Excellence</a>	
<b>Check the best goal and objective.</b>	
Value of Academic Libraries	
Student Learning	
Research and Scholarly Environment	
New Roles and Changing Landscapes	
Core Commitment to Equity, Diversity & Inclusion	
<input checked="" type="checkbox"/> Enabling Programs and Services (education, advocacy, publications, or member engagement)	
<b>Provide a brief sentence connecting your project to the goal area and objective you selected:</b>	
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 is 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: <input style="width: 150px;" type="text"/>	

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



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

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

**2019–20 Work Plan**

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

<b>Work Plan Activity #11</b>	
<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.

<b>Activity #11 Timeline</b>	
<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 style="width: 150px;" type="text"/>	

<u><a href="#">ACRL Plan for Excellence</a></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>	
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
<b>How will success be measured?</b>
ALA financial and SCOE reports are distributed to and reviewed by B&F committee. If there are implications for the ACRL and Choice budgets, committee will discuss and make recommendations.

**2019–20 Work Plan**

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

<b>Work Plan Activity #12</b>	
<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

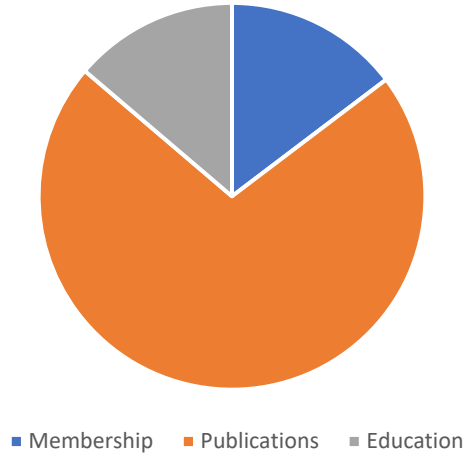
<b>Activity #12 Timeline</b>	
<b>How long will it take to do this project?</b>	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2022. Expected completion date: <input style="width: 150px;" type="text"/>	

<b><u>ACRL Plan for Excellence</u></b>	
<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	

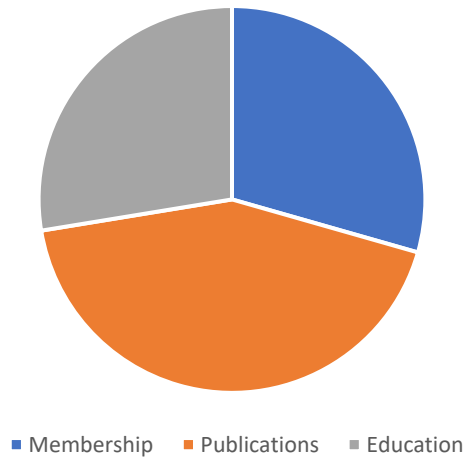
<b>Activity #12 Timeline</b>			
<b>Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.</b>			
<b>Specific Action</b>	<b>Due Date</b>	<b>Party Responsible</b>	<b>Resources Needed (e.g., financial, tech, staff support)</b>
Review ACRL budget with EDI lens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

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

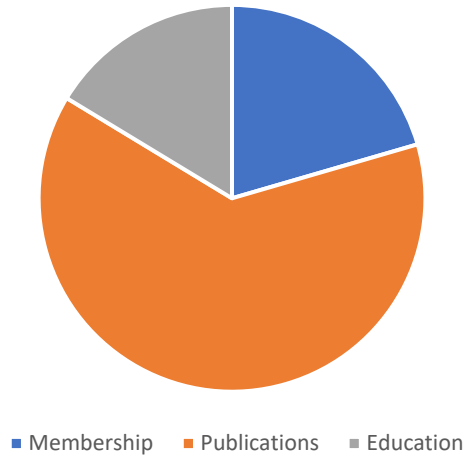
ACRL Budgeted Revenue FY22, includes Choice



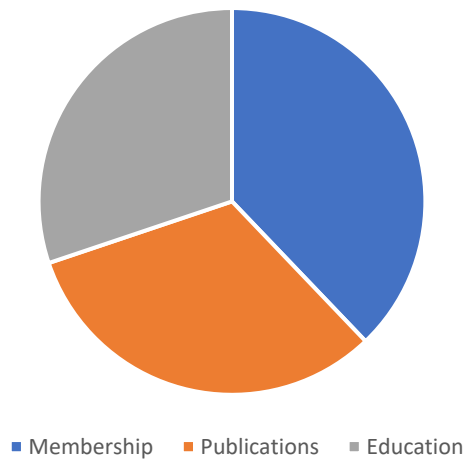
ACRL Budgeted Revenue FY22, minus Choice



ACRL Budgeted Expenses FY22, Includes Choice



ACRL Budgeted Expenses FY22, Minus Choice



Association of College & Research Libraries  
ALA/ACRL American Library Association  
225 N Michigan Ave, Suite 1300  
Chicago, IL 60601  
acrl@ala.org, <http://www.acrl.org>



## Board of Directors and Budget & Finance Committee Discussion Form

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

Subject: Development Discussion

Submitted by: Jay Malone, ACRL Executive Director

Date submitted: 10 June 2022

### Background

With the upcoming 150<sup>th</sup> anniversary of the founding of ALA, I would like to gather your thoughts as we strive to increase contributions to ACRL. I believe that ALA will be using the occasion of the anniversary for some ambitious goals, and I would like to try and tap into that energy. I'm not sure if ALA has yet identified a fund-raising target but as they do, I would like to begin a discussion of a goal for ACRL for 2026. Many of you have in-depth experience with development and can offer valuable advice. Although many organizations use anniversaries to raise funds, few people give simply because of such milestones, and I recognize that many of our members have ambivalent feelings towards ALA, but I believe we may be able to tap into a powerful zeitgeist for 2026. Not only will ALA be celebrating 150 years, it will be the 250<sup>th</sup> anniversary of the establishment of the United States, so the public mood will be more historically oriented than in a typical year. More importantly, the year 1876 marked a watershed in American history with the contested presidential contest between Democrat Samuel J. Tilden and Republican Rutherford B. Hayes. The compromise, that Democrats would recognize Hayes if federal troops were removed from the South, effectively ended Congressional Reconstruction, and marked a dark chapter in our country's history as those who had been enslaved were subjected to terror upon terror. In anticipation of this anniversary, we could position ALA and ACRL as beacons of hope that have resisted, albeit imperfectly, the darker impulses of our democratic society.

As we begin the discussion, it may be helpful to understand what our current development scheme looks like:

#### ALA Development Office History:

Staff: Tracie Hall, Director; Anne Manly, Assistant Director, Corporate and Foundation Relations; Alice Burton, Communications Assoc; Remigio Torres, Operations Associate.

Development at ALA has been spotty in the past. Sheila O'Donnell was the director of development from March 2018 to Feb 2020 and left just a few weeks before Tracie and the pandemic arrived. Tracie has done significant work with fundraising and these efforts are a major point of her pivot plan to create other revenue streams. Anne Manly, who is trained as an attorney, joined the office 3 years ago and has been trying to run it short staffed. Anne told me shortly after I began this past September that they would soon start a search for a new director of advancement and hoped to have someone in place in



March or April. That was later revised to July or August but the latest information, as of 7 June 2022, is that ALA has hired a consulting group to evaluate development needs, including what skill set to look for in the Director of Advancement. This assessment will start the week of 6 June 2022 and it is unlikely that we'll see a new Director in FY22. A systematic analysis by a consultant is probably a good move because development at ALA, from software to information, requires some work, and we can be sure to make our voice heard with this evaluation.

State of the Development Play at ALA:

Anne is leading the ALA Grants and External Relationships cross functional team, on which I also serve, and there is some hope that this CFT will help synthesize and coordinate information across ALA. But there are challenges, particularly with software. ALA uses iMIS, a cloud-based system, for membership and for development, but I am told that the package we purchased was not intended for development and that it does not allow us to record contacts with donors, which is problematic. Some units use Salesforce for development, but Anne is not sure if this will continue.

Even with these challenges, ALA has had some success. The office was charged to raise \$2.5M in FY21 and raised \$3.8M. Much of this has been through corporations and foundations, some of it pass-through grants, but the real weakness is with individual donations. Here are some suggestions from Anne for approaching individuals:

1. We could do better with donor advised funds,
2. The messaging ALA sends out is politically progressive, and we should remain aware of the conservative values of some of our members,
3. ALA has significant resources in various regions and these can be used not only to raise money but also to increase membership (I need clarification from Anne about these resources),
4. We need better prospecting (some donation software provides this, down to the neighborhood) and we need more people willing to ask for money,
5. We need better software, from Web site to donor software. Unfortunately, ALA's online donation system has many foibles as was evident toward the end of last year when some donations were not properly recorded and some were lost. That must be fixed.

The Development Office would like there to be a library of grants that we've received and a ready record of activities across ALA so that, for example, we could send a proposal to a pharmaceutical company that works with HIV and show them our work in this area.

In my early conversations with Anne, she said that one of Tracie's goals was to improve ALA's GuideStar rating. Tracie had been approached by a potential donor who told her that ALA needed to raise that rating (which was at Silver) before they would consider giving. GuideStar, like Charity Navigator, provides donors information on 1000s of non profits. These ratings (no rating, Bronze, Silver, Gold, Platinum) are based on the amount of information that organizations share with GuideStar, with increased transparency reflecting a higher rating. GuideStar provides a wide swath of information, from 990s, to mission impact, to board development processes, and much more. Anne and I met several times and were able to achieve a Gold rating in February and then a Platinum rating in April: [American Library Association - GuideStar Profile](#). This probably required about 6 hours of my time and gave me a chance to become more familiar with ALA as a whole. Tracie has mentioned this Platinum rating several times to the ALA Board, and it is seen as an important piece in the puzzle of ALA's development efforts.

Divisions and Fundraising:

Traditionally, ALA has allowed divisions to lead their own fundraising, and ACRL is seen as the unit that knows how to fundraise. Former ACRL Executive Director Mary Ellen Davis did much to foster prospects and ACRL Associate Director Mary Jane Petrowski has been excellent in helping us identify donors and nurture relationships. We are also fortunate that we are not too many years removed from our 75<sup>th</sup> anniversary and some of the data gathered in that effort will still be valuable. ACRL employs many proven tactics to enhance donor relations: we phone donors to thank them (a practice shared by the ACRL Executive Director and by ACRL board members); we actively engage in Giving Tuesday each November; we organize in-person gatherings (when not in pandemic) to thank donors; and we provide testimonials as to why people should give. Our board gives at a high rate and this is important because some donors will ask what percentage of the board has given to the Association. (The answer, preferably, is 100%, and there is no expectation as to the amount (and let me emphasize that we deeply value every board member's time, and see that time as a priceless gift)).

For FY22, from September 1, 2021 – May 18, 2022, we raised \$20,566 from 187 donors. As of May 18, 2022, the Friends of ACRL fund balances were: \$39,583 (Advancement Fund), \$57,395 (ACRL Conference Scholarship Fund), and \$16,296 (RBMS Scholarship Fund).

As you know, the optimal gifts are those that come without restrictions, but they can be the most difficult to secure.

One strategy to avoid restrictions is to endow current positions and activities, which will effectively free up money for other work. I am working with ALA to explore the endowment of various positions. We could also seek donors for activities in which we already engage and operate at a loss, such as [Benchmark](#) (aka Academic Library Trends and Statistics). To offset the approximately \$95K net expense with Benchmark, we would need a gift of \$2,375,000. In research for the 75<sup>th</sup> anniversary, major donors were asked to rank 6 different possible categories for gifts, and the category receiving the highest interest was “endowment fund,” but we must be prepared to tell donors who choose to endow something that is already in place how we will use the money that is subsequently saved. I have been assured by Tracie that any money that we free up with endowed positions or activities would be used by ACRL.

### **Questions for the Board and Committee to Discuss**

1. Should we devote effort to endowing positions within ACRL? If so, should we focus on corporations, foundations, and/or individuals?
2. Should we devote effort to endowing activities in ACRL? If so, should we focus on corporations, foundations, and/or individuals?
3. If we believe that we should actively fundraise for 2026, what steps do we need to take to prepare for a successful campaign? For example, form a Development Advisory Board.

## Stakeholders

I will include the Budget and Finance Committee in this discussion, which is preliminary. I am also approaching major donors to ACRL.

## Strategic Goal Area Supported

[Select the goal area that will be affected most by this action.]

**Value of Academic Libraries**

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

**Student Learning**

Goal: Advance innovative practices and environments that transform student learning.

**Research and Scholarly Environment**

Goal: Librarians accelerate the transition to more open and equitable systems of scholarship.

**New Roles and Changing Landscapes**

Goal: Academic and research library workforce effectively navigates change in higher education environments.

**Equity, Diversity & Inclusion**

Goal: TBD

**Enabling Programs and Services**

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

**To:** ALA Executive Board and ALA Council

**Re:** Operating Agreement Work Group Final Report and Recommendations

**DATE:** June 17, 2022

**ACTION REQUESTED/INFORMATION/REPORT:** This report provides an update and final report on the activities of the Operating Agreement Work Group to the Executive Board and ALA Council.

**CONTACT PERSON:**

Maggie Farrell, [maggie.farrell@unlv.edu](mailto:maggie.farrell@unlv.edu), ALA Treasurer; Operating Agreement Work Group Co-Chair

Andrew Pace, [andrewkpace@gmail.com](mailto:andrewkpace@gmail.com), Operating Agreement Work Group Co-Chair

**DRAFT OF MOTION:**

- 1) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.
- 2) If the new policy is approved, authorize an Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.
- 3) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the [Operational Practices](#) that update and include accountability and service expectations for shared services.

**BACKGROUND:**

<https://operatingagreement.ala.org/>

The Operating Agreement Work Group was proposed during ALA Midwinter 2020 with a final charge and appointments in June 2020 with an extension to continue the work through June 2022. For nearly two years, the Work Group has met with a variety of member leaders through Division, PBA, Council, BARC, F&A, and the Executive Board. These meetings complemented thoughtful and lively discussions within the Work Group. The Work Group is presenting their final report with specific recommendations for next steps.

The Work Group has drafted for consideration a revised policy to outline the relationship between ALA and Divisions. The draft separates policy from practice and creates a clearer understanding of the interdependencies and strengths of the ALA structure. The Work Group is recommending the following actions:

- 1) Revise the current Operating Agreement policy to focus only on policy.
  - a. Update the language for a united ALA organization to achieve its mission while appreciating the specialization and expertise that Divisions bring to the Association.
  - b. Remove redundant sections from the policy such as “values” that are articulated in other ALA policies.

- c. Remove language with outdated historical context and staff organizational structure.
  - d. Remove practices and procedures from the policy and place within appropriate operational practices and internal ALA processes.
  - e. Remove references to Divisional “Net Asset Balances” and place within the appropriate operational practices and internal ALA processes.
  - f. Remove references to “overhead” from the policy and build within the practice a funding strategy for financing shared and member value services.
- 2) Revise the [Operational Practices](#) to outline how various aspects of the Policy are to be implemented.
- a. Develop a new budget process that is clear, consistent, collaborative, and employs strong communication throughout the Association.
  - b. Eliminate the internal transfer of Division funds referred to as “overhead” to develop a new process for funding shared operational and member valued services through a new budget process.
  - c. Consider a budget process for RoundTables and some ALA units who internally transfer funds as “overhead” to determine if this practice should continue or if a new budget process manages these expenses.
  - d. Determine a strategy that addresses the historical Net Asset Balances as a new budget process is developed.
  - e. Determine a strategy that accounts for revenues over expenses to fund initiatives, reserves, and/or adding to the ALA endowment.
  - f. Develop accountability measures that review and ensure quality shared services.

Motions:

- 4) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.
- 5) If the new policy is approved, authorize an Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.
- 6) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the [Operational Practices](#) that update and include accountability and service expectations for shared services.

The following individuals diligently served on and/or supported the Work Group:

Maggie Farrell, Andrew Pace, Clara Bohrer, Diane Chen, Sophia Sotilleo, Miranda Bennett, Christine Dulaney, Clara Harmon, Wanda Brown, Peter Hepburn, Tammy Dillard Steels, Kara Malenfant, Kerry Ward, Lorelle Swader, Denise Moritz, Dina Tsourdinis, Melissa Walling, Kathi Kromer, Keith Brown, Marsha Burgess, and Holly Robison.

Attachments:

- Recommended Policy (clean copy)
- Current Policy
- Current Policy with Track Recommended Changes

#### **A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1) DRAFT REVISION BY OPERATING AGREEMENT WORK GROUP, June 2022**

##### **A.4.3.4.2 Preamble**

The American Library Association (ALA) is one association, governed by one Council, from which its Executive Board is elected. ALA is managed by an Executive Director who oversees ALA's office units and serves at the pleasure of the Executive Board. ALA has indivisible assets and a single set of uniform administrative, legal, financial, technology, and personnel policies and procedures. It also has a set of shared values articulated in its Policy Manual, Key Action Areas, and regularly updated strategic planning. ALA's unique Division structure provides additional layers of governance, member benefits, and programmatic priorities. Divisions work within one ALA and their work aligns with the overall goals, strategies, and processes set by the Executive Board.

Each Division has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff (salaries, wages, and benefits) and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

ALA and its Divisions are inextricably interrelated in overall mission, structure, personnel, resources, and operations. All members of Divisions first join ALA in support of general interest in libraries and librarianship. Their decision to become Division members is an indication of their special interests, thus the commitment of Divisions to serve those special interests.

By this commitment, expressed in an array of services germane to their mission statements, the Divisions serve the American Library Association as a whole. ALA looks to the Divisions as the subject matter experts in their respective mission areas and tangibly recognizes the importance of Divisions by providing for operational needs, and also through supporting strategic commitments to ALA's mission-based activities and member value operations.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a respectful, transparent, and collaborative style of interaction and to remaining flexible enough to address the ever-changing environment, the financial well-being of the Association, and issues facing libraries and librarians.

This collaborative model implies mutuality in relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the specialization that Divisions bring to ALA, as well as the value of shared services provided by ALA. The specialties and focus on their members that Divisions provide are of tremendous value to the Association, just as ALA's shared mission and values are of value to the entire membership.

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA Bylaws, Article VI, Section 2b)
- Representation on ALA Council to raise issues and set policy (ALA Bylaws, Article IV Section 2c; ALA Policy A.4.2.3)
- Negotiation of performance objectives of Division Executive Directors (ALA Bylaws, Article VI; ALA Policy A.4.3.4.8)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association
- Staff and volunteer representation on Association-wide bodies
- Participation in the strategic planning and budgeting process

In sum, this document is designed to serve as a cooperative framework in which the Divisions can focus on their valued contributions to ALA and their members while ensuring the long-term success of a unified Association.

#### **A.4.3.4.3 Purpose, Implementation, and Review Process**

##### *A. Purpose*

The American Library Association is the corporate and legal entity; however, as a part of its business model, Divisions enjoy a substantial degree of autonomy and responsibility in developing programs and services that meet the needs of their members. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution, Bylaws, and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council.

##### *B. Implementation*

Implementation of these policies and associated practices will be carried out under the direction of the ALA Executive Director, working with the department heads and Division Executive Directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

[Operational Practices](#): Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.

Operational Practices are developed and periodically reviewed by the ALA Executive Director with the ALA Department Heads in consultation with the Division Executive Directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those practices for review and comment to appropriate ALA staff members whose work will be affected by those practices. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about the implementation of the policies outlined throughout this document is found in the [Operational Practices](#) for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

### C. *Review Process*

To make this Agreement responsive to the needs of the Association, this policy shall be reviewed as needed at least every five years by those responsible for the leadership and governance of ALA and its membership Divisions. Interim changes may be recommended by ALA Leadership (Executive Board, Division Executive Boards, and ALA Council) to the Budget and Review Committee (BARC) or other appropriate policy-making body.

Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the programs of ALA and the Divisions.

### Roles of Key Parties to the Operating Agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the Operating Agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to the Operating Agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and the Executive Board.
- Division Executive Directors: identify problem areas and issues and work with ALA management and Division Boards to explore problems and solutions.



#### A.4.3.4.4 Use of ALA Services

All ALA Divisions must use exclusively the following services provided by ALA: finance and accounting services; procurement, subscriptions, orders, and billing services; furniture and equipment procurement services; distribution and mail services; telecommunications and IT infrastructure; human resources and recruitment; membership and customer services; communication and media services; legal services; insurance services; library and information resources and archive services. ALA Divisions must be housed in properties owned or leased by the Association.

#### A.4.3.4.5 Financial

Divisions are governed by prevailing ALA fiscal policies and procedures related to dues (ALA Bylaws, Article I, Section 2; Article VI, Section 6) and Council actions with fiscal implications for Divisions (ALA Policy A.4.2.2). Divisions shall participate in formulating and revising these policies and procedures.

##### A. *Shared Services and Expenses*

The fiscal arrangements between ALA and its membership Divisions can be categorized in four ways—shared administrative and operational expenses that are covered by ALA and Division revenue; shared member value and mission-based expenses that are covered by ALA and Division revenue; Division expenses for which the Division assumes full responsibility; and direct costs for services that are paid by Divisions for special services.

1. Shared Administrative and Operational Expenses
  - a. Award promotion
  - b. Communications and media
  - c. Executive Office and Governance
  - d. Financial and Accounting Services
  - e. Human Resources
  - f. Legal services
  - g. Library & information resources and archive services
  - h. Member Services (e.g., ALA Annual Conference travel, equipment, supplies, services, and space; customer services; and other services as defined in the Operational Practices.)
  - i. Publishing and intellectual property (IP) services (e.g., copyright, rights, and permission services)
  - j. Staff support services (e.g., office space, telecommunications, basic furniture and equipment, personnel services, and other services as defined in the Operational Practices.)
2. Shared Member Value and Mission-based Expenses
  - a. ALA Development
  - b. Accreditation
  - c. Center for the Future of Libraries

- d. Chapter Relations
  - e. Data, Research & Design
  - f. Diversity, Literacy, and Outreach Services
  - g. Human Resource Development
  - h. Intellectual Freedom
  - i. International Relations
  - j. Public Policy & Advocacy
  - k. Public Programs
3. Division Expenses
    - a. Division personnel compensation
    - b. Projects and activities of the Divisions except as specified in this agreement
    - c. Membership group support (governance: boards, committees, etc.)
    - d. Divisions may purchase services or products from other ALA units and outside agencies, consistent with ALA policy and maximize vendor centralization to achieve cost savings through economies of scale.
  4. Direct Cost Services

Divisions will pay directly for specialized services as defined in Operational Practices.

B. *Net Asset Balances*

ALA maintains a single net asset balance which represents the excess of assets over liabilities. Divisions do not build or maintain separate net asset balances.

C. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source, including historical net asset balances or budgeted revenue that exceeds expenses, once ALA's liquidity position and budget can support the Division endowment transfer. The establishment of Division endowments and associated spending policy will follow the guidelines outlined in ALA policy A.6.5.1.

Net asset transfers by the Divisions to the Endowment Fund will be reviewed and approved as part of the budget process and after review of ALA's liquidity position to determine sufficient cash balances to support the transfer.

D. *Division Budget Process and Review*

The ALA budget process is codified in [Operational Practices](#) and is based on transparency, collaboration, and cooperation between all units. It is a process that is iterative, inclusive, and accountable. Division Boards have responsibility

for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Division representative(s) have the ability throughout the review process to support their approved budget requests. Divisions will receive reports on revenue and expenses (income statement) to effectively monitor their budgets. Divisions have the responsibility to alert the Association to multi-year budget cycles and any planned activities that could have a potential negative impact upon the fiscal stability of the Association. In turn, Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

E. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members.

While a Division has the responsibility for generating revenue to carry out its programs, support its staff, and contribute to overall ALA mission and services; circumstances may arise where a Division may not be able to meet that financial responsibility for a period of time. Recognizing that each Division brings a valued specialization to the Association, the Division will be required to develop a well-planned strategy, working collaboratively with the ALA Executive Director, Finance Office, BARC, and the Executive Board during the budget process, to address the issue and work to regain financial stability. The Division, again working in collaboration with the ALA Executive Director, Finance Office, BARC, and the Executive Board, will explore organizational and/or operational strategies as necessary to reach financial stability within three to five years.

F. *Other*

1. Credit and Collections

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

#### **A.4.3.4.6 Publishing Activities**

The ALA Publishing Committee is a Committee of Council that brings together a diversity of members to share their expertise and experience in helping identify the content most

needed and desired by the field, the most appropriate channels for disseminating that content, and continuous improvement in related business practices. The Committee includes representatives from imprint-specific committees, advisory boards in Divisions or other ALA units across ALA, and other units at ALA with publishing activities.

Materials prepared by a Division, for other than its own publication(s), should be offered to ALA Publishing & Media for first consideration. A Division may pursue other publishing opportunities if considerations such as total revenue generated for the Division and for ALA, available technology, distribution channels, or timeline are more favorable.

Divisions exercise editorial and managerial control over their publications.

A Division may purchase production services from ALA's central production services team, part of ALA Publishing & Media and the Governance Office.

ALA Publishing & Media pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing & Media on royalties and other variables of publishing.

"Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the AED, ALA Publishing & Media for each publishing project.

ALA has the sole right to record and market recordings of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of recordings of a Division's conference programs. Divisions have the right to record and market recordings of Division pre-conferences, programs at ALA Annual Conferences that ALA chooses not to record, and at Division national and regional conferences and meetings.

#### **A.4.3.4.7 Personnel**

All ALA personnel are responsible to the ALA Executive Director and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the membership of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves in a senior professional position and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director in consultation with the Division Board and the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designees.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, the ALA Executive Director, Department Head, and Division Executive Director. The Division Board shall convey its recommendation to ALA Management that has responsibility for evaluating the performance of Division Executive Directors. The ALA Executive Director or Department Head shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

#### **A.4.3.4.8 Division National Conferences, Pre-conferences, and Related Activities**

Divisions may conduct pre-conferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy A.7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and LibLearnX Meeting in order "to view and explore areas of Divisional concerns in depth."

Location Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional

chapters and the proposed Divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters and Divisions.

#### **A.4.3.4.9 Conference Programming**

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except for financial support for staffing and equipment as described in ALA Policy A.4.3.4.5, Section A.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

#### **A.4.3.4.10 Special Projects of Divisions**

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding and may include grant overhead to support administrative and operational services.

#### **A.4.3.4.11 Planning**

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. Divisions have the responsibility to develop and implement a planning process to guide their programs and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive financial and operational reporting.

*A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions  
(Old Number 6.4.1)*

1. *Preamble* The American Library Association (ALA) is unique among American associations in the manner in which it is structured. It is one association, with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is governed by one Council, from which its Executive Board is elected, and is managed by an Executive Director who serves at the pleasure of that Board.

It is also the home for eleven Divisions, each of which has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

Divisions and all other units of ALA are inextricably interrelated in structure, personnel, resources, overall mission, and operations. All members of Divisions are first members of ALA. Their voluntary selection of Division membership is an indication of their special interests, in addition to their general concern for libraries and librarianship, and it demands the commitment of the Divisions to serve those special interests.

By this commitment, expressed in publications, conference programming, advisory services, and other educational activities germane to their mission statements, the Divisions serve the American Library Association as a whole. By supporting Division operations through the provision of space and services, ALA gives tangible evidence of its recognition of the importance of Divisions in meeting the needs of its members.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a collaborative style of interaction and to remaining flexible enough to address the ever-changing issues facing libraries and librarians.

This collaborative model implies mutuality in all relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the differences between Divisions and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.

These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the services provided by ALA, and ALA members and units must recognize the value to ALA as a whole of the services provided by Divisions. Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA [Bylaws, Article VI, Section 2b](#))
- Representation on ALA Council to raise issues and to set policy (ALA [Bylaws, Article IV, Section 2c](#); ALA Policy 5.3)
- Representation on the Planning and Budget Assembly (ALA [Bylaws, Article VIII, Section 2](#))
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services (ALA Policy 6.4.1 VII)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association Representation on Association-wide bodies including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force
- Participation in the planning process.

In sum, this document is designed to continue a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

## 2. *Current Organizational Values of ALA*

This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.

### 1. *Unity*

ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.

### 2. *Diversity*

ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.

### 3. *Authority*

Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of



the Association, to the profession of librarianship, to the broader educational community, and to the public at large.

#### 4. *Autonomy*

ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out their missions when their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions.

#### 5. *Collaboration/Cooperation*

ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.

### 3. *Purpose, Scope, Implementation, Review Process, and Definitions*

#### 1. *Purpose and Scope*

Divisions have a substantial degree of autonomy and responsibility; however, the corporate and legal entity is the American Library Association. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution and Bylaws and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ALA has other policies and procedures that govern the relationships with other organizational units.

#### 2. *Implementation*

Implementation of these policies will be carried out under the direction of the ALA Executive Director, working with the department heads and Division executive directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

#### 3. *Review Process*

To make this Agreement responsive to the needs of the Association, it shall be reviewed on an annual basis by those responsible for the governance of ALA and its membership Divisions. Changes may be recommended by Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:

- Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.
- Midwinter-Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by

BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.

- Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.
- Annual-Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to Executive Board for action by Council. Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the program of ALA and of the Divisions.

#### Roles of Key Parties to operating agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the operating agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to operating agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and Executive Board. Division
- Executive Directors: identify problem areas and issues and review as appropriate with management and Division Boards.

#### 4. *Definitions*

The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:

- *Policies*: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.
- *Operational Practices*: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues

contained in the “Policies” document that may require negotiation between departments and membership Divisions.

Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

- *ALA Basic Services*: Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/ administrative/financial services; offices: research, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.
- *Division Basic Services*: Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as prerequisites of membership, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.
- *Overhead*:
  1. Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue-generating activities identified in this policy document.
  2. External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.
- *Fund Balance*: Accumulated net revenue.

#### 4. Use of ALA Services

All ALA Divisions must use exclusively the following services provided by ALA: Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives. ALA Divisions must be housed in properties owned or leased by the Association.

#### 5. *Financial*

Divisions are governed by prevailing ALA fiscal policies and procedures. Divisions shall participate in formulating and revising these policies and procedures.

##### 1. *Dues*

Divisions have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA [Bylaws, Article I, Section 2](#); [Article VI, Section 6](#))

Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members.

(ALA [Bylaws, Article I, Section 2 A.7](#))

##### 2. *Council Actions with Fiscal Implications*

Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)

##### 3. *Services and Charges*

The fiscal arrangements between ALA and its membership Divisions in regard to charges for services can be categorized in five ways. The five categories are defined below. Specific examples of the services in each category are given.

1. ALA provides to Divisions at no direct charge the following services of ALA Departments and Offices:

1. Staff Support Services Department

- Office space and related services
- Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice
- Distribution services
- Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member
- Equipment maintenance on equipment supplied by ALA

- Personnel services
- Purchasing
- Data processing (as defined in an Operational Practice)
- Storage and warehouse space

2. Member Programs and Services and Communications

Departments

- Conference Arrangements, including:
  - Staff travel costs and per diem for Midwinter Meetings and Annual Conferences
  - Equipment (e.g., AV and computers including the cost of labor), supplies, services, and space for programs, meetings and offices at the Midwinter Meeting and Annual Conference (as defined in an Operational Practice)
  - Exhibit space at Annual Conference
- Membership services
- Public information services, including the preparation and distribution of news releases

3. Fiscal Services Department

- Accounting
- Financial systems
- Planning and budgeting
- Business expense (insurance, legal, audit)
- Credit and collections

4. Publishing Department

- Copyright service
- Rights and permissions

5. Executive Office

6. Washington Office

7. Office for Intellectual Freedom

8. Office for Literacy and Outreach Services

9. Office for Library Personnel Resources

10. Office for Research

11. Library and Research Center

2. ALA charges Divisions for the actual costs of the following services of ALA departments:

1. Staff Support Services

- Specialized data processing, as defined in an Operational Practice
- Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control
- Printing and duplication, as defined in an Operational Practice
- Telephone services not specified in V.C.1.a., as defined in an Operational Practice
- Postage for special mailings, as defined in an Operational Agreement

2. Fiscal Services

- Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.
- Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:
  - registration fees
  - exhibit space rental
  - meal functions, except for separately-ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:
    - 50% of the ALA composite rate in 1991 and 1992
    - 75% of the ALA composite rate in 1993
    - 100% of the ALA composite rate in 1994)
- Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:
  - net sales of materials
  - subscriptions

- advertising except in those publications which are provided to Division members as a perquisite of membership
- other miscellaneous fees
  
- Overhead will not be assessed on revenues from:
  - dues
  - donations
  - interest income
  - ALA royalties to Divisions
  - travel expense reimbursements from outside organizations
  - separately-ticketed events at conferences (e.g., tours and meal functions)
  - advertising in those publications which are provided to Division members as a perquisite of membership

3. Publishing

- Subscription and order billing services
- Central production services
- Marketing services

3. ALA and the Divisions share the costs of the following:

- Division Leadership Enhancement Program
- Awards promotion

4. Divisions assume total responsibility for the following costs:

- Division personnel compensation
- Projects and activities of the Divisions except as specified in this agreement
- Membership group support (governance - boards, committees, etc.)
- Furnishings and equipment purchased by Divisions and over which they have sole control and use. *See also* Section IX, Annual Conference and Midwinter Meeting.

5. Divisions may:

Purchase services or products from other ALA units and outside agencies, consistent with ALA policy.

4. *Fund Balances*

1. ALA Divisions build and maintain fund balances appropriate to their needs. A fund balance is defined as accumulated net revenue.
2. Divisions will not receive interest on fund balances or deferred revenue.

#### 5. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source including existing fund balances once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the budget review process and approved financial plan. The establishment of Division endowments will follow the guidelines outlined in ALA policy. The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy.

#### 6. *Furniture and Equipment*

ALA will provide basic furniture and equipment to each regular Division staff member.

Divisions will retain sole control and use of all furniture and equipment purchased with Division funds.

Divisions may acquire additional furniture and equipment in two ways:

1. Above the capitalization limit:
  1. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.
  2. Divisions can purchase furniture and equipment through ALA budget request process by paying the scheduled depreciation, subject to ALA priorities and approvals.
2. Below the capitalization level, Division have the authority to purchase equipment outright.

#### 7. *Division Budget Review*

Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Divisions also have the responsibility to alert the Association to any planned activities that could have a potential negative impact upon the fiscal stability of the Association.

#### 8. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is



not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.

Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.

#### 9. *Association Finances*

The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

#### 10. *Other*

##### 1. Credit and Collections

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

##### 2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

#### 6. *Publishing Activities*

The ALA Publishing Committee has the responsibility for control of the ALA imprint.

A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. Materials prepared by a Division for other than its own publication must be offered to ALA Publishing Services for first consideration. A Division has the right to accept or reject ALA's offer and pursue other publishing opportunities.

Divisions exercise editorial and managerial control over their periodicals.

The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.

A Division may purchase production and distribution services from ALA's central production unit. A Division may also purchase marketing services from the Publishing Services Department.

ALA Publishing Services pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services on royalties and other variables of publishing. An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.

ALA has the sole right to record and market tapes of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of tapes of a Division's conference programs. Divisions have the right to record and market tapes of Division pre-conferences, programs at ALA Annual Conferences which ALA chooses not to record, Division national conferences and regional institutes.

### *7. Personnel*

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the memberships of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees. Each Division Executive Director serves as an ALA Program Director, a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director and the Division Board in consultation with the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designates.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, Associate Executive Director, Member Programs and Services, and Division Executive Director. The Division Board shall convey its recommendation to the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has

delegated the responsibility for evaluating the performance of Division Executive Directors. The Associate Executive Director, Member Programs and Services, shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

#### 8. *Division National Conferences, Preconferences, and Related Activities*

Divisions may conduct preconferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy 7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and Midwinter Meeting in order to view and explore areas of divisional concerns in depth." Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters.

#### 9. *Annual Conference and Midwinter Meeting*

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except financial support for staffing and equipment as described in Section V.C.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

#### 10. *Special Projects of Divisions*

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals

and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding.

11. *Planning*

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. They have the responsibility to develop and implement a planning process to guide their program and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive reporting.

#### A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1)

##### A.4.3.4.2 Preamble

~~1-~~ The American Library Association (ALA) is ~~unique among American associations in the manner in which it is structured. It is~~ one association, ~~with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is~~ governed by one Council, from which its Executive Board is elected, ~~and~~ ALA is managed by an Executive Director who ~~oversees ALA's office units and~~ serves at the pleasure of ~~that the Executive~~ Board. ALA has indivisible assets and a single set of uniform administrative, legal, financial, technology, and personnel policies and procedures. It also has a set of shared values articulated in its Policy Manual, Key Action Areas, and regularly updated strategic planning. ALA's unique Division structure provides additional layers of governance, member benefits, and programmatic priorities. Divisions work within one ALA and their work aligns with the overall goals, strategies, and processes set by the Executive Board.

~~It is also the home for eleven Divisions, each of which has:~~

Each Division has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff (salaries, wages, and benefits) and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

ALA and its Divisions and all other units of ALA are inextricably interrelated in overall mission, structure, personnel, resources, overall mission, and operations. All members of Divisions ~~are first~~ members join ALA in support of ALA general interest in libraries and librarianship. Their ~~voluntary selection of decision to become~~ Division membership members is an indication of their special interests, ~~in addition to their general concern for libraries and librarianship, and it demands thus~~ the commitment of ~~the~~ Divisions to serve those special interests.

By this commitment, expressed in ~~publications, conference programming, advisory an array of services, and other educational activities~~ germane to their mission statements, the Divisions serve the American Library Association as a whole. ~~By supporting Division operations through ALA looks to the provision of space~~ Divisions as the subject matter experts in their respective mission areas and ~~services, ALA gives tangible evidence of its recognition of tangibly recognizes~~ the importance of Divisions ~~in meeting the by providing for operational~~ needs of its members, and also through supporting strategic commitments to ALA's mission-based activities and member value operations.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a [respectful, transparent, and](#) collaborative style of interaction and to remaining flexible enough to address the ever-changing [environment, the financial well-being of the Association, and](#) issues facing libraries and librarians.

This collaborative model implies mutuality in ~~all~~ relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the [differences between specialization that](#) Divisions ~~and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness bring to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.~~

~~These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA/ALA, as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the shared services provided by ALA. The specialties and ALA focus on their members and units must recognize that Divisions provide are of tremendous value to ALA as a whole of the services provided by Divisions. the Association, just as ALA's shared mission and values are of value to the entire membership.~~

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA-Error! Hyperlink reference not valid.) [Bylaws, Article VI, Section 2b](#)
- Representation on ALA Council to raise issues and to set policy
  - (ALA-Error! Hyperlink reference not valid.) [Bylaws, Article IV Section 2c](#); ALA Policy [5A.4.2.3](#))
- ~~Representation on the Planning and Budget Assembly (ALA-Error! Hyperlink reference not valid.)~~
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services (
  - [\(ALA Bylaws, Article VI; ALA Policy ~~6A.4.1-VII~~3.4.8\)](#)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association ~~Representation~~
- Staff and volunteer representation on Association-wide bodies including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force
- Participation in the strategic planning and budgeting process-

In sum, this document is designed to continueserve as a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

~~2. *Current Organizational Values of ALA*~~

~~This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.~~

~~1. *Unity*~~

~~ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.~~

~~2. *Diversity*~~

~~ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.~~

~~3. *Authority*~~

~~Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of the Association, to the profession of librarianship, to the broader educational community, and to the public at large.~~

~~4. *Autonomy*~~

~~ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out can focus on their missions when valued contributions to ALA and their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions. while ensuring the long-term success of a unified Association.~~

~~5. *Collaboration/Cooperation*~~

~~ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.~~

~~3. **A.4.3.4.3 Purpose, Scope, Implementation, and Review Process, and Definitions**~~

~~-~~

~~1.A. *Purpose and Scope*~~

~~Divisions have~~The American Library Association is the corporate and legal entity; however, as a part of its business model, Divisions enjoy a substantial degree of autonomy and

responsibility; ~~however, the corporate and legal entity is the American Library Association in developing programs and services that meet the needs of their members.~~ Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution ~~and~~, Bylaws, and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ~~ALA has other policies and procedures that govern the relationships with other organizational units.~~

### 2.B. *Implementation*

Implementation of these policies and associated practices will be carried out under the direction of the ALA Executive Director, working with the department heads and Division ~~executive directors.~~ Executive Directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

Operational Practices: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.

Operational Practices are developed and periodically reviewed by the ALA Executive Director with the ALA Department Heads in consultation with the Division Executive Directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those practices for review and comment to appropriate ALA staff members whose work will be affected by those practices. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about the implementation of the policies outlined throughout this document is found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

### 3.C. *Review Process*

To make this Agreement responsive to the needs of the Association, ~~this policy~~ shall be reviewed ~~on an annual basis~~ needed at least every five years by those responsible for the leadership and governance of ALA and its membership Divisions. ~~Changes~~ Interim changes may be recommended by ~~Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:~~



- ~~Fall BARC Meeting—At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.~~
- ~~Midwinter Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.~~
- ~~Spring BARC Meeting—Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.~~

~~Annual Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to ALA Leadership (Executive Board for action by Council, Division Executive Boards, and ALA Council) to the Budget and Review Committee (BARC) or other appropriate policy-making body.~~

- Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the programprograms of ALA and ~~of~~ the Divisions.

Roles of Key Parties to ~~operating agreement~~the Operating Agreement

- ~~Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.~~
- ~~BARC: identify problem areas and issues; communicate information concerning the operating agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to operating agreement.~~
- ~~ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and the Executive Board.~~
  - ~~Division Executive Directors: identify problem areas and issues and review as appropriate work with ALA management and Division Boards.~~
- 4. ~~Definitions to explore problems~~
- ~~The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:~~
  - ~~Policies: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.~~

- ~~Operational Practices: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.~~

#### A.4.3.4.4 Use of ALA Services

~~Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.~~

~~Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.~~

- ~~ALA Basic Services: Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services; offices: research, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.~~
- ~~Division Basic Services: Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as perquisites of membership, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.~~
- ~~Overhead:~~
  1. ~~Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue generating activities identified in this policy document.~~

~~2.—External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.~~

~~•—Fund Balance: Accumulated net revenue.~~

#### ~~4. Use of ALA Services~~

~~All ALA Divisions must use exclusively the following services provided by ALA: [finance and accounting services](#); [procurement, subscriptions, orders, and billing services](#); [furniture and equipment procurement services](#); [distribution and mail services](#); [telecommunications and IT infrastructure](#); [human resources and recruitment](#); [membership and customer services](#); [communication and media services](#); [legal services](#); [insurance services](#); [library and information resources and archive services](#). ~~Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives.~~ ALA Divisions must be housed in properties owned or leased by the Association.~~

#### ~~5. A.4.3.4.5 Financial~~

~~Divisions are governed by prevailing ALA fiscal policies and procedures: [related to dues \(ALA Bylaws, Article I, Section 2; Article VI, Section 6\) and Council actions with fiscal implications for Divisions \(ALA Policy A.4.2.2\)](#). Divisions shall participate in formulating and revising these policies and procedures.~~

##### ~~1.— Dues~~

~~Divisions have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA Error! Hyperlink reference not valid.; Error! Hyperlink reference not valid.)~~

~~Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA Error! Hyperlink reference not valid.)~~

##### ~~2.— Council Actions with Fiscal Implications~~

~~Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)~~

#### ~~3.A. Shared Services and Charges Expenses~~

The fiscal arrangements between ALA and its membership Divisions ~~in regard to charges for services~~ can be categorized in ~~five~~four ways. ~~The five categories are defined below. Specific examples of the services in each category are given—~~shared administrative and operational expenses that are covered by ALA and Division revenue; shared member value and mission-based expenses that are covered by ALA and Division revenue; Division expenses for which the Division assumes full responsibility; and direct costs for services that are paid by Divisions for special services.

~~1. ALA provides to Divisions at no direct charge the following services of ALA Departments~~Shared Administrative and Offices:

~~1. Staff Support Services Department~~

- ~~Office space and related services~~
- ~~1. Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice~~Expenses
  - ~~Distribution services~~
  - ~~Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member~~
  - ~~Equipment maintenance on equipment supplied by ALA~~
  - ~~Personnel services~~
  - ~~Purchasing~~
  - ~~Data processing (as defined in an Operational Practice)~~
  - ~~Storage and warehouse space~~
- a. Member Programs and Services and Award promotion
- ~~2.~~b. Communications Departments and media
- c. Executive Office and Governance
- d. Financial and Accounting Services
- e. Human Resources
- f. Legal services
- g. Library & information resources and archive services
  - ~~Member Services (e.g., ALA Annual Conference Arrangements, including:~~
    - ~~Staff travel costs and per diem for Midwinter Meetings and Annual Conferences~~
  - ~~h. Equipment (e.g., AV and computers including the cost of labor), equipment, supplies, services, and space for programs, meetings; customer services; and offices at the Midwinter Meeting and Annual Conference (other services as defined in an the Operational Practice) Practices.)~~
    - ~~Exhibit space at Annual Conference~~
  - ~~Membership Publishing and intellectual property (IP) services~~

- j. Public information (e.g., copyright, rights, and permission services, including the preparation and distribution of news releases)

3. Fiscal Services Department

- Accounting
- Financial systems
- Planning and budgeting
- Business expense (insurance, legal, audit)
- Credit and collections

4. Publishing Department

- Copyright service
- Rights and permissions

5. Executive Office

6. Washington Office

- j. Office Staff support services (e.g., office space, telecommunications, basic furniture and equipment, personnel services, and other services as defined in the Operational Practices.)

2. Shared Member Value and Mission-based Expenses

a. ALA Development

b. Accreditation

~~7.a. Center for Intellectual Freedom~~

c. Office for the Future of Libraries

d. Chapter Relations

e. Data, Research & Design

~~8.f. Diversity, Literacy, and Outreach Services~~

g. Human Resource Development

h. Intellectual Freedom

9. Office for Library Personnel Resources

10. Office for Research

11. Library and Research Center

2. ALA charges Divisions for the actual costs of the following services of ALA departments:

### ~~1. Staff Support Services~~

- ~~● Specialized data processing, as defined in an Operational Practice~~
- ~~● Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control~~
- ~~● Printing and duplication, as defined in an Operational Practice~~
- ~~● Telephone services not specified in V.C.1.a., as defined in an Operational Practice~~
- ~~● Postage for special mailings, as defined in an Operational Agreement~~

### ~~2. Fiscal Services~~

- ~~● Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.~~
- ~~● Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:~~
  - ~~● registration fees~~
  - ~~● exhibit space rental~~
  - ~~● meal functions, except for separately ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:~~
    - ~~● 50% of the ALA composite rate in 1991 and 1992~~
    - ~~● 75% of the ALA composite rate in 1993~~
    - ~~● 100% of the ALA composite rate in 1994)~~
- ~~● Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:~~
  - ~~● net sales of materials~~
  - ~~● subscriptions~~
  - ~~● advertising except in those publications which are provided to Division members as a perquisite of membership~~
  - ~~● other miscellaneous fees~~
- ~~● Overhead will not be assessed on revenues from:~~
  - ~~● dues~~
  - ~~● donations~~

- ~~interest income~~
- ~~ALA royalties to Divisions~~
- ~~travel expense reimbursements from outside organizations~~
- ~~separately ticketed events at conferences (e.g., tours and meal functions)~~
- ~~advertising in those publications which are provided to Division members as a perquisite of membership~~

### ~~3. Publishing~~

- ~~Subscription and order billing services~~
- ~~Central production services~~
- ~~Marketing services~~

### ~~3. ALA and the Divisions share the costs of the following:~~

- ~~Division Leadership Enhancement Program~~
- ~~Awards promotion~~

### ~~4. Divisions assume total responsibility for the following costs:~~

- ~~i. International Relations~~
- ~~j. Public Policy & Advocacy~~
- ~~k. Public Programs~~

### 3. Division Expenses

- a. Division personnel compensation
- b. Projects and activities of the Divisions except as specified in this agreement
- c. Membership group support (governance—; boards, committees, etc.)
  - ~~Furnishings and equipment purchased by Divisions and over which they have sole control and use. See also Section IX, Annual Conference and Midwinter Meeting.~~

### ~~5. Divisions may:~~

- d. Purchase purchase services or products from other ALA units and outside agencies, consistent with ALA policy and maximize vendor centralization to achieve cost savings through economies of scale.

### 4. ~~Fund~~ Direct Cost Services

Divisions will pay directly for specialized services as defined in Operational Practices.

#### 4.B. *Net Asset Balances*

~~1. ALA maintains a single net asset balance which represents the excess of assets over liabilities. Divisions do not build and/or maintain fund separate net asset balances appropriate to their needs. A fund balance is defined as accumulated net revenue.~~

~~2. Divisions will not receive interest on fund balances or deferred revenue.~~

#### ~~5.C. Endowments~~

~~Divisions may establish endowments or add to existing Division endowments from any source, including existing fund historical net asset balances or budgeted revenue that exceeds expenses, once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the ALA's liquidity position and budget review process and approved financial plan, can support the Division endowment transfer. The establishment of Division endowments and associated spending policy will follow the guidelines outlined in ALA policy. The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy. A.6.5.1.~~

#### ~~6. Furniture and Equipment~~

~~ALA will provide basic furniture and equipment to each regular Division staff member.~~

~~Net asset transfers by the Divisions to the Endowment Fund will retain sole control be reviewed and use approved as part of all furniture and equipment purchased with Division funds.~~

~~Divisions may acquire additional furniture and equipment in two ways:~~

~~1. Above the capitalization limit:~~

~~1. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.~~

~~2. Divisions can purchase furniture and equipment through ALA budget request process by paying and after review of ALA's liquidity position to determine sufficient cash balances to support the scheduled depreciation, subject to ALA priorities and approval transfer.~~

~~2. Below the capitalization level, Division have the authority to purchase equipment outright.~~

#### ~~7. D. Division Budget Process and Review~~



The ALA budget process is codified in Operational Practices and is based on transparency, collaboration, and cooperation between all units. It is a process that is iterative, inclusive, and accountable. Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Division representative(s) have the ability throughout the review process to support their approved budget requests. Divisions ~~also~~will receive reports on revenue and expenses (income statement) to effectively monitor their budgets. Divisions have the responsibility to alert the Association to multi-year budget cycles and any planned activities that could have a potential negative impact upon the fiscal stability of the Association. In turn, Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

E. Divisions with Small Revenue Bases/Number of Members

~~8. ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.~~

~~Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.~~

9. Association Finances

~~The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.~~

While a Division has the responsibility for generating revenue to carry out its programs, support its staff, and contribute to overall ALA mission and services; circumstances may arise where a Division may not be able to meet that financial responsibility for a period of time. Recognizing that each Division brings a valued specialization to the Association, the Division will be required to develop a well-planned strategy, working collaboratively with the ALA Executive Director, Finance Office, BARC, and the Executive Board during the budget process, to address the issue and work to regain financial stability. The Division, again working in collaboration with the ALA Executive Director, Finance Office, BARC, and the Executive Board, will explore organizational and/or operational strategies as necessary to reach financial stability within three to five years.

~~10.F.~~ Other

1. Credit and Collections

~~1.~~ Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

~~6.~~ **A.4.3.4.6 Publishing Activities**

~~The ALA Publishing Committee has the responsibility for control of the ALA imprint.~~

A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. The ALA Publishing Committee is a Committee of Council that brings together a diversity of members to share their expertise and experience in helping identify the content most needed and desired by the field, the most appropriate channels for disseminating that content, and continuous improvement in related business practices. The Committee includes representatives from imprint-specific committees, advisory boards in Divisions or other ALA units across ALA, and other units at ALA with publishing activities.

Materials prepared by a Division, for other than its own publication ~~must(s), should~~ be offered to ALA Publishing Services & Media for first consideration. A Division ~~has the right to accept or reject ALA's offer and may~~ pursue other publishing opportunities ~~if considerations~~

such as total revenue generated for the Division and for ALA, available technology, distribution channels, or timeline are more favorable.

Divisions exercise editorial and managerial control over their periodicals-publications.

~~The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.~~

A Division may purchase production ~~and distribution~~ services from ALA's central production ~~unit. A Division may also purchase marketing services from the team, part of ALA Publishing Services Department & Media and the Governance Office.~~

ALA Publishing Services & Media pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services & Media on royalties and other variables of publishing. ~~An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.~~

"Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the AED, ALA Publishing & Media for each publishing project.

ALA has the sole right to record and market tapes recordings of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of tapes recordings of a Division's conference programs. Divisions have the right to record and market tapes recordings of Division preconferences programs at ALA Annual Conferences ~~which that~~ ALA chooses not to record, and at Division national ~~conferences~~ and regional institutes-conferences and meetings.

#### ~~7.~~ A.4.3.4.7 Personnel

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the memberships of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves as an ALA Program Director, in a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff

members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director ~~and the Division Board~~ in consultation with the Division Board and the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its ~~designates-designees~~.

Each ~~Division's~~Division's Board of Directors shall annually review the performance of the ~~Division's~~Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, ~~Associate~~the ALA Executive Director, ~~Member Programs and Services~~Department Head, and Division Executive Director. The Division Board shall convey its recommendation to ~~the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has delegated the~~ALA Management that has responsibility for evaluating the performance of Division Executive Directors. The ~~Associate~~ALA Executive Director, ~~Member Programs and Services, or~~Department Head shall discuss the confidential report of the performance review with the ~~Division's~~Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

#### ~~8.~~ A.4.3.4.8 **Division National Conferences, ~~Preconferences~~Pre-conferences, and Related Activities**

Divisions may conduct ~~preconferences~~pre-conferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy A.7.2.2)

Division National Conferences shall be defined as ~~"~~"non-business conferences removed in time and place from the American Library ~~Association's~~Association's Annual ~~Conference"~~Conference" and ~~Midwinter~~LibLearnX Meeting in order ~~"~~"to view and explore areas of ~~divisional~~Divisional concerns in depth~~"~~".

Location Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed

proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed ~~divisional~~Divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters ~~and Divisions~~.

*Annual*

#### A.4.3.4.9 Conference ~~and Midwinter Meeting~~—Programming

~~9.~~

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except for financial support for staffing and equipment as described in ALA Policy A.4.3.4.5, Section ~~V-CA~~.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

#### A.4.3.4.10 Special Projects of Divisions—

~~10.~~

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding and may include grant overhead to support administrative and operational services.

#### A.4.3.4.11 Planning—

~~11.~~

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. ~~They~~Divisions have the responsibility to develop and implement a planning process to guide their ~~program~~programs and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the

priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with [ALA's](#) existing financial policies and resting on multi-year program plans reflecting the priorities of the [Division's](#) members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive [financial and operational](#) reporting.

# ACRL AC22 B&F (makeup meeting) Doc 14.0



**Association of College and Research Libraries**  
ACRL Board of Directors Meeting

ALA Annual Conference – Washington, DC  
Renaissance, Meeting Room 12, 13, 14  
Saturday, June 25, 2022  
8:00 a.m. – 11:30 a.m. EDT

## Draft Proceedings & Informal Notes

**Present:** Julie Ann Garrison, ACRL President; Erin Ellis, ACRL Vice-President; Carolyn Henderson Allen, ACRL Budget and Finance Chair; Robert Jay Malone, Ex-Officio Member; Directors-at-large: Faye Chadwell, Mary Mallery (virtual), and Yasmeen Shorish.

**Not Present:** Jon Cawthorne, ACRL Past President; Jacquelyn Bryant, ACRL Division Councilor; Directors-at-large Toni Anaya, Jessica Brangiel, Kim Copenhaver, April Cunningham, and Cinthya Ippoliti,

**Guests:** José A. Aguiñaga, Rebecca Croxton, Maisha Duncan Carey, Maggie Farrell, Beth McNeil, Joe Mocnik, Andrew K. Pace, Katy O’Neill, Jung Mi Scoulas, Anne Sleeman

**Staff:** Rachel Hendrick, CHOICE Interim Editor and Publisher, and Kara Malenfant, ACRL Senior Strategist for Special Initiatives.

### 13.0 Call to order (Garrison)

ACRL President Julie Garrison called the meeting to order at 8:05 am.

### 14.0 Adjournment

**Motion:** Due to the absence of a quorum, ACRL Director at Large Faye Chadwell moved that the ACRL Board of directors adjourn at 8:06. Carolyn Allen seconded.

**Action:** The ACRL Board of Directors adjourned.

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## Informal Notes

After the meeting adjourned, the Board held informal discussions and the notes are included here. Submitted by ACRL Executive Director Jay Malone.

### 16.0 ALA Operating Agreement Work Group (Maggie Farrell) #21.0

The Board received an update and had an opportunity to ask questions of ALA Operating Agreement Work Group Co-Chair, ALA Executive Board liaison, and ALA Treasurer Maggie Farrell. And Co-chair Andrew Pace.

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Farrell commended Malenfant for her participation on and contributions to the working group, specifically noting her historical information and insights. Farrell reported that this afternoon she will give a heads up to ALA Council that the OAWG recommendations are coming. These recommendations go to the EBD and if report and recommendations are accepted, ongoing work will continue. The working group is finished as of this conference but the recommendation is that this work continue by the Committee on Organization (COO), which will be lead by Andrew Pace. It is hoped that COO can provide recommendations for Council for final policy approval in January 2023. During this meeting Council is focused on Transforming ALA Governance (TAG) and thought it would be too much for them to look at two big policy changes during this meeting.

Pace reported on the three recommendations: to remove historical, temporal text and at the same time insert language about the review so it does not take 30 years to review again. The revised document is now ½ the length also due to removing the practice and leaving just the policy. Another recommendation is for ALA to form a group of staff to revise operational practices. The third is to form a task force about developing a new budget process for ALA – it is expected that this task force will comprise ALA staff.

Allen asked about cross communication. Pace reported that COO is a better place for ownership than the EBD to ensure all the relevant groups are talking to each other, especially about the budget plan for the fiscal year.

Garrison asked about what happens in the meantime and Farrell and Pace affirmed that the current policy is in force until policy changes are made.

Farrell reflected on Board Update conversation about Long Term Investments (LTI) saying even if recommendations are not accepted, it is the hope that the budget process be examined as far as timing and communication. Her personal hope as treasurer is that we don't need a recommendation to make those kinds of changes.

Pace reported that even if there is not substantial change to operational practice, the policy itself is much better than it was, talks about the relationship between ALA and divisions and it stands well. Operational practices vitally important but separate from policy.

Shorish asked about interest and will on breaking the recommendations apart more piece meal, given that they seem sequenced and tied to each other.

Pace felt that there should be progress made between now and January on the operational practices and budgeting process so that Council sees at the same.

Malone asked when this goes to EBD. Pace replied Monday.

Malone asked about current agreement and desire now that if those are not being adhered to concerns should be directed to exec director and CFO, but since Council is responsible for the policy, to whom should concerns be directed.

Farrell clarified that bylaws say all budgetary oversight rest with EBD, and divisions have as much control and independence as is delegated. She made the analogy of a library and its colleges or universities that



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can swoop in and make changes. This year, while unusual the exec director and CFO are making decisions for the financial stability of the organization and we'd hope in most years divisions are able to make decisions but every once in a while the EBD will make a decision that is unpopular or goes against that division independence. This is a reason to focus on operational practices, focus on quality of services and more understanding and accountability. Really isn't a member-driven function, actual practice belongs with ALA internally, staff members need to come together.

Garrison indicated the board may review the questions generated during SPOS and come back with written feedback. She asked about whether changes to ALA Council mean it is still the right body. Pace said this would also be taken up by COO so will be tracking carefully.

### 17.0 Goal-area Committee Updates

The Board received updates from and held discussions with the following goal-area committees.

#### 17.1 Equity, Diversity and Inclusion Committee (Maisha Duncan Carey, Chair)

Carey reported that the committee hopes to continue strengthening connections with groups in ACRL and beyond, to increase alignment and reduce redundancy, create community and strengthen connections.

She reported about 47 recipients in first cohort of BIPOC memberships and that 34 will continue for second year. Cohort 2 has 25 memberships, so fewer people and hope Board approves them for 2<sup>nd</sup> year of funding. Plan is to have very intentional connections, help them get to know ACRL in a way they wouldn't otherwise, with structured support, to increase belonging while taking into account identities. Then will spend time evaluating efficacy – do they continue membership, what is their experience. Initial discussion about other historically marginalized groups, such as the disability community, using memberships in a strategic way to do EDI work.

Je Salvadore (Vice Chair) has been supporting review of standards, have a cmte member working with ARL on their institute. Lastly, working on goal area committee goal and objective, not sure what Board sees as EDI's role but excited to participate. Know it's not "ours" and important to keep it that way, and will happily participate.

Shorish asked if there was more Carey reported about meeting with Je and Allison Payne about how the process of adding a new goal works. Garrison reported that hope is to have Board finalize language in the fall. Malone reported that Core Commitment remains and that other Goal Area cmtes, with EDI language in their areas, are made aware so this will happen through Board liaisons. An iterative process of liaisons getting feedback from GAC and bringing back to inform EDI. A different process than other goals that were established by the Board during SPOS.

Carey indicated that the EDI cmte welcomes more direction and engagement, whether they should wait and give feedback once the brainstorming flip charts are synthesized and something suggested, or more active participation. The look forward to a more active connection.

#### 17.2 Value of Academic Libraries Committee (Rebecca Croxton, Jung Mi Scoulas)

Croxton reported orally about details from written report she distributed. She listed everything they did and then created a cross-walk to the objectives in PFE. They realize there are misconceptions about what VAL work is and decided to make sure cmte members are all on the same page, with a guest speaker. 1 internal webinar on this topic then 4 public webinars. Published 3 spotlights on professionals

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doing EDI in assessment, will reenergize to find more folks in the fall. Slower this last year due to emotional exhaustion of potential participants. Published one report related to libraries role during pandemic, and delighted that Croxton was featured interviewee in role of library analytics. Continue to build out library analytics toolkit. Continue to work with staff to refresh and update website to be launched in early part of the year. Submitted 10 conference proposals including IUIUP, Library Assessment Conference and ACRL 2023. 8 proposals accepted and the 2 for ACRL 2023 still pending Taking the work of educating the public seriously.

Additionally, came to light that proficiencies need to be updated with noteworthy gaps and working now to center EDI and social justice, with reach far beyond librarians to others in higher education so have about 20 people joining together. So far have done a comprehensive scan and literature review. Have held two focus groups and one interview, anticipate more. Ove the next month, will consolidate that information and share with the writing team of the task force, then move on to the reviewing team. Hoped that by spring things will be ready for review and by next June will have new proficiencies.

Croxton reminded the Board of past conversations about pressing concerns bubbling up in the profession about funding, positions being held open, deprofessionalization. Subsequently Erin Ellis charged joint working groups to look at ACRL policies as regards payments to volunteers and other issues. Looked at responses from ACRL2021 participants (top issues facing you, facing the profession), consulted with top trends cmte and 6 large themes emerged where advocacy may be useful. Wrote user stories for each of these areas so people across the profession can have resources. So far, pointing to existing gaps but asked for clarification on whether this group is also responsible for developing new materials where there are gaps. Ellis clarified that they need to make recommendations and some other group would be appointed to fill. Croxton said the hope is to launch in January and share out with the profession. Garrison reported that there is enthusiasm among the profession to have something coming when she visits with chapters. She welcomes VAL making recommendations and if they think they could take on some of the development of new resources, that would be welcome.

Shorish recommended being consistent with acronyms (EDI) and had a question about professional roles tab and whether there was discussion about exemplars of library faculty research. Thinking about TAMU in particular, the idea that the library is a "service unit" we also need to provide people clicking on this tab things that are exemplars of research in the field.

[18.0 Diversity Alliance Task Force \(José Aguiñaga\) #4.0, #5.0, #5.1, #5.3, #5.4, #6.0, #7.0](#)  
Aguiñaga reported out highlights of the report and environmental scan. Residencies have developed but there are areas still with issues. The outstanding questions are what will we do to have residencies as part of the culture in academic libraries with substantive numbers of librarians of color. There are areas where additional study is needed to get in depth analysis. ACRL has provided room to be creative, which is welcome, but more needs to be done to be an exemplar in higher education and have libraries with colleagues that represent the communities where they are working.

Shorish asked about the proposed make up of a committee and whether there were already thoughts o an inaugural chair and vice-chair for this transition. Aguiñaga reported that he and Annie had initial thoughts about who from the current task force they would recommend be appointed for continuity and to make the greatest contributions.

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Malone thanked Aguiñaga for the environmental scan and asked if there were aspirational # of institutions to participate and if there was a goal. Aguiñaga reported there were not any in depth conversation about a goal but with the proposed membership levels, there could be much broader participation from a couple dozen to over 50.

Allen commented on a stumbling block being a guarantee for future employment as that limits institutions that can participate and guarantee employment beyond the residency, due to limitations by a legislature in a state. Shorish remarked in the usefulness of the tired structure given these operating limitations. She asked if current members would sign new letters of commitment and be member institutions under this new framework. She wondered if signing this and coming in at a different level would affect their ability to continue participating. Aguiñaga reported that he imagined this would be an easy transition and that they could change level.

Garrison thanked Aguiñaga and indicated there would be a future meeting where the Board could take action.

### 20.0 Officers' Reports

Written reports submitted. Highlights may be given, and questions will be taken at this time.

#### 20.1 President's Report (Garrison) #1.1

Garrison indicated it was energizing to meet with groups in the spring. She asked if there were questions about her report.

#### 20.2 Vice-President's Report (Ellis) #1.2

Ellis reported her focus was on appointments, which were recently wrapped up. She invited questions.

#### 20.3 Past-President's Report (Cawthorne)

#### 20.4 Councilor's Report (Bryant) #1.4

#### 20.5 Executive Director's Plan for Excellence Activities Report (Malone) #1.5, #1.6

Malone gave updates on ALA AC 7,906 paid, 5,761 comp total 13,657 registrants. Malone reported that Allison will be on FMLA starting in late November/early December. Malone reported that we continue to struggle with getting good financial service through ALA. That the Pathable platform for RBMS invoice was submitted in April and had to escalate and escalate, this is creating stress, along with Jan financial reports only in June. He is hopeful this will change.

Garrison indicated this came up in BARC and that there was a lot of positivity around accelerating remediation, but that this has been going on for 2+ years. Allen reported that she heard the CFO was forthcoming and wants to correct them. The size of the staff has something to do with it and that ALA has been struggling for some time to get financial reports done. She reminded people of the failed outsourcing to India and backlog and loss of CFO with an interim. Allen is optimistic that things will turn around within the next year and that we'll see a difference. She was pleased to hear Tsourdinus (CFO) is meeting with EDs and budget people and will continue.

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### 21.0 ACRL Budget and Finance (Allen/Malone)

#### 21.1 FY20 & FY21 Financial Reports (Allen) #18.0

The Board had an opportunity to ask questions about the combined FY20 & FY21 financial report published in June 2022 and added as supplementary files to the Annual Report in the December 2021 issue of C&RL News.

Allen remarked about the unusual nature of this report given the financial exigencies and complimented staff on navigating these challenges and producing reports as best they could to keep the B&F and Board informed. In FY20, \$190K better than expected and Choice had a positive year performing better by \$70K. Although ACRL revenue declined, expenses declined at an even greater rate, yielding a surplus.

In FY21 we saw a \$786K net increase, the high performance of staff even with furloughs contributed to that. Allen remarked that staff put in a great deal of time and effort to keep every one on track, even in the face of furloughs, and thanked staff.

Shorish expressed appreciation to Allen for her work and communicating it so clearly. She asked about the transition plan. Allen explained that Mocnik has been on the committee for 4 years and was pleased to recommend that he be appointed. She also relayed that there is strong support from staff, even in Payne's absence, and that their reports are very clear so she expects staff to be of great aid with these highly skilled professionals. She also expects that as ALA matures there will be better results.

#### 21.2 FY22 2nd Quarter Report and Projections (Allen/Malone) #13.0, #13.1

The Board received an update and had the opportunity to ask questions regarding ACRL's FY22 2nd quarter report (actuals through January 2022) and FY22 projections.

Malone reported on FY22 five months, that by January revenue is ahead and expenses way below so net is looking much better than budgeted. He reminded the Board that there will not be Payroll Protection Plan monies going forward. He commented on ACRL's LTI, which will undoubtedly go down due to stock market.

Allen reported on updates from BARC about the time frame and that the lag time is likely to continue with June numbers available in August.

Malone reiterated that the staff performance is very high, especially given furloughs and dated information from accounting.

### 22.0 Choice Budget & Finance (Rachel Hendrick) #10.2, #19.0

The Board received an update and had the opportunity to ask questions regarding Choice's FY22 2nd quarter report and FY22 projections.

Hendrick reported on 3 retirements on first quarter and delayed hiring means being ahead of budget as of January, with expense \$181k below budget and will make up deficit that was projected. Revenues in January \$173k better than budgeted on strength of webinar program and online advertising. She reported on her projections and believes that instead of a shortfall there will be a \$400K surplus.

Garrison asked about past conversations around operating agreement, the extent to which Choice is seen as separate from ALA/ACRL and wondered the extent to which Hendrick is involved and whether Choice is coming up during those conversations. Hendrick reported she is not directly involved and

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challenges the narrative that Choice is not profitable when it sends \$300K to the general fund annually. She indicated that the business is very different from 8, 5, 3 years ago and that more attrition is expected due to retirements which will provide opportunities to reconfigure, and continue to direct energy away from print.

Ellis asked about any thoughts from BARC. Again, Hendrick harkened to a comment by Tsourdinus who pointed out that even though Choice does not have a large net, that doesn't mean it's not profitable as it generates overhead.

Malone praised Hendrick for taking on the interim role. He shared that they have met with Tsourdinus and Moritz to explain that the Choice office arrangement is different from the DC office. He reported being optimistic about Choice's future. Hendrick indicated that while the transition after Cummings retirement has been a challenge, he left with a good plan that the team is executing.

### 23.0 Awards Processes Implementation Task Force (Garrison/Malone) #17.0

The Board discussed a request to establish the Awards Processes Implementation Task Force.

Garrison asked people to send any feedback by email prior to the next meeting. Shorish asked about questions raised during the town hall and if there was a timeline to follow up and answer, around named awards, if incremental things could be done. Garrison remarked that communication has to go out about getting this task force started to give the approach we should take to the process. She pondered whether each award is its own outlier and many will put up their hands. At this point she felt the new task force should do its work and then have a clear communication out. Shorish said those questions from the town hall were captured and it would mean a lot to the members if the Board could provide answers, even if the answer is – this will be taken up.

Shorish asked Ellis about the compensation task force, and they will be reporting in October. Malone reported about nominations task force, looking at bylaws, what other societies are doing to increase diversity in nominations.

Garrison indicated that the followup Board virtual meeting could have oral updates from Board liaisons to these task forces.

### 24.0 New Business/Upcoming Virtual Action (Garrison)

*Upcoming virtual action: the Board will receive a heads-up that following Annual, the Board may be asked to consider virtually an executive session business decision after the ACRL Budget & Finance Committee discusses the proposal at their June 26 meeting.*

Garrison indicated there will need to be a July meeting to take actions.

Board liaison roles came up with a question about obligations and the intention of the relationship. Shorish stated she hears a theme about the need for clear and consistent communication from the Board to membership, along with the need to create more clarity and consistency. Shorish reported studying all the background materials shared and now appreciating the role and her understanding of the role to help there be closeness of sections and committees with Board directions. And also that the Board keeps connected and reflected the *Harvard Business Review* reading that was in the Board packet and how the Board needs to be more enmeshed with the membership. She discussed the need for bi-directional communication and how that is challenging when Board liaisons are not to advocate on their

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behalf. That indicates more of a top-down view. Garrison talked about the need to hear a perspective and also take a larger view and willingness to see that side as well. Chadwell relayed her experience on another Board and acknowledged that it is tricky to explain the parameters within which we work and to discern if something is so important that it is worth pushing up, as a liaison. McNeil reflected on her past experience as a Board liaison to a section with strong membership and their beliefs about things the Board changed that they did not like. She recalled bringing some concerns up informally during Board lunch and/or update. Malenfant reminded the Board of their important role in helping sections and member groups bring items to the Board for discussion and action. She also reminded everyone that there are established processes, e.g. Board Action Form, for sections to raise concerns with the Board. Shorish expressed a desire for dedicated time during meetings for meaningful engagement – are their concerns, in your capacity in a Board liaison, that you want to raise for conversation with your colleagues. There was conversation about the value of informal conversation during update and/or lunch and also having a formal agenda item. She expressed desire to have a different tenor in responding to sections about what is/isn't possible.

Garrison indicated that Ellis could decide to organize agendas differently in the future to reflect this.

### 25.0 Recognition of outgoing Board members (Garrison)

- Jon E. Cawthorne, ACRL Past President
- Carolyn Henderson Allen, ACRL Budget and Finance Chair
- Faye A. Chadwell, Director-at-Large

### 26.0 Executive Session (Garrison)

- ACRL Executive Director Review #14.0

As we will not go into exec session, Garrison will ask Board for input via email after the meeting.

### 27.0 Passing of the gavel (Garrison)

Ellis recognized Garrison and extended thanks and gratitude to steward the Board, orient VP and new ED, navigate all the changes across the assn. establishing task forces, extending BIPOC memberships, Garrison has achieved much while being generous and thoughtful.

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## Recap of ALA Governance Meeting AC22 From ACRL Executive Director Jay Malone

Some snapshots from ALA Exec Board meetings 24-28 June 2022 and Planning and Budget Assembly (27 June 2022 meeting), by Jay Malone (I was unable to attend all of the EB sessions). Can see board documents here: [Executive Board Document Inventory 2021-2022 | About ALA](#). Please take special notice of the branding working group discussion.

ALA Board 24 June 2022, [not able to be present for full meeting]

Office of Diversity, Literacy and Outreach Services (ODLOS) report (Kevin Strowder): Jennifer Shimada gave a nice update on the EDI assembly [in which Jay is involved]; emphasized that it has been a bit ad hoc, not sustainable. Spectrum Scholarship program, 94% retention rate for FY22 cohort, 200+ applications for new cohort. 6- scholars have been selected for FY23. 100% renewal of FY22 sponsorships for FY23. Spectrum Leadership Institute welcomed nearly 15- scholars to ALA annual. Spectrum Doctoral Fellowship, selection of 7 fellows has been decided.

ALA working group to condemn white supremacy and Fascism, 2023 edition of the ALA Standards for Library Services for the incarcerated and detained. Revisions of 2017 standards and Guidelines for Service for the LoC network of libraries serving the blind and physical handicap.

Membership Report: Melissa Walling, Financial proposal for new membership model ready in Jan 2023, which could go on spring ballot. Create some sort of incentive structure, belonging to divisions and round tables. Working with Ave M consultants, which worked on the simplified membership model, will help with the financial modeling for new structure. Task Force Round Table Coordinating Assembly, working on dues standardization, recommending a consistent structure for round table dues. Looking at the culture of round tables. Christina Rodriguez is board liaison, meeting with Round Table Assembly on July 28 to get their feedback. Corey Stevenson, Manager Community Engagement: ALA Connect: Motions passed in April, Code of Conduct committee met June 14, voted to add language to the Code that reflects board's decisions passed in April regarding job postings, to be announced in early August. Some 1700 communities in Connect. 10% of the space is work space. 50,658 active members, 1 out of 4 are non members. People getting used to Connect.

January 2022 ca. 50,500 members. Will be optimistic but conservative with membership growth. Should exceed budget by 1% for FY22. Engagement: Lean into in-person conferences. Special invitations to students to stop at ALA lounge, encourage them to come to orientation. Keeping graduating students engaged is a priority. Will continue virtual onboarding. Want to make sure students know about career resources. Supporting upgrade of iMIS taking place over summer 2022. Looking closely at customer service. Round table convergence. Want to make sure membership is involved with Lessa's branding efforts through Mission Partners (see below).



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27 June 2022

Proposal to approve draft budget for FY23

PPP \$6,213,035 loans have been forgiven. Can't do projections through year end because we need at least 6 months of financial data. Should be able to share financials through July in the next month or so. Sept 15 at the latest. FY23 \$48,897M, \$48,847M, \$50K surplus. \$3,177,000 decreased expenses. Board asked how will decreased expenses affect member services. Dina said member services should not be affected.

Sample Expenses:

IT= \$1,982,000

Publishing \$234,000

FY23, Income 114,539,660

Easy vote by board, no questions.

Contributed revenue: Grants and gifts that go to the bottom line. 49% for FY22, 18% for FY23. Chicago non profits average around 46%. 41% spent on pass-through grants, scholarships, awards. Will be part of ALA for years to come. Donors are approaching ALA to give us money.

Endowment at \$58,664,326, Book value of \$12,273,000. Outperforming main indices.

ESG (Environmental, Social, Governance) near 62% of portfolio.

Operating Working Group:

DATE: June 17, 2022 ACTION REQUESTED/INFORMATION/REPORT: This report provides an update and final report on the activities of the Operating Agreement Work Group to the Executive Board and ALA Council. CONTACT PERSON: Maggie Farrell, maggie.farrell@unlv.edu, ALA Treasurer; Operating Agreement Work Group CoChair Andrew Pace, andrewkpace@gmail.com, Operating Agreement Work Group Co-Chair

DRAFT OF MOTION:

1) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.

2) If the new policy is approved, authorize an Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.



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3) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the Operational Practices that update and include accountability and service expectations for shared services

Larry Neal asked to add language outlining what happens if a division or unit fails to perform after 3-5 years (page 6). Also asked about why divisions can't have meetings during their biennial meetings. Don't need to address that now, did not want to slow things down, but would like folks to be aware.

28 June 2022

Board had discussed Juneteenth as a holiday, but hadn't voted. Exec Dir took action and board wanted to have a record for this. Board voted to make Juneteenth a regular holiday for staff.

**Branding Working Group Update: Julius.** Everyone is a possible member of ALA. Jessica Hassanzadeh, Managing Dir Bridget Pooley COO, Mission Partners, made her presentation remotely. Julius wants to make sure we get this right. Public Awareness Campaign. The ALA is the voice of America's libraries. The current ALA brand is geared heavily towards a professional audience. ALA has an opportunity to deepen engagement, foster loyal and drive revenue by launching a new public-awareness campaign that resonates at the intersection of professional services and public interest. Looked at other professional organizations that reach a public audience. Method: Communications audit, in-depth interviews and focus groups, community survey. Some 1200 individual inform the views.

Messaging Research: 2 audience profiles: Joyful library goer (Joy, connection, community, growing, learning), the advocate for access (protecting, freedom, information, learn, read, defend, urgent, under threat).

Community Survey: 1,174 responses. Respondent defaulted to a tone of skepticism in their feedback to sample messaging; while messaging largely resonated with participants, there was hesitation and questions about the reality of messages, despite positive internal/external stakeholders testing, taglines did not test well with participants.

Joyful library sample messages: Every stage of life and for every path in life, there is space for everyone at the library.

Advocates: Our libraries protect the right to learn for all people and uphold the belief that an informed society is a better society for all. Libraries strengthen our democracy.

Visual identity: "At the library" concept. "Libraries are Boundless: Where will the library take you today?"

Goal: Make a connection between ALA and the public. Drive engagement and fundraising.

Audiences: Existing library card holders, existing past advocates, existing library workers, Expanded engaged millennial, retired learner. Engaged millennials: read news, double income,

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usually no children, highly educated, involved in community; Dedicated Parents: family is their priority, highly educated, news consumers, involved in community; retired learner, over age of 60, working for fun, lifelong library card holders, as they transition into retirement, thinking about spending, maybe legacy giving.

Channels for impact: podcasts, social channels (targeted).

Key campaign phases: need 6 mos to start ramping up. Phase 1: Foundation setting; Phase II: Local and general awareness; Phase III: National and Targeted conversation; Phase IV: Share momentum and iterate.

Recommending that there is additional data collection. Hoping to build a campaign that resonates with new audiences. Recommend ALA launch a baseline giving campaign based on a current audience -- don't know what capacity is for giving, how much people might give. By end of year should have a solid campaign goal. Launch Feb 2023.

Board response to presentation: Alexandra (Alex) Rivera, Michigan State Library, campaign seems to be targeting school and public libraries [I spoke to Alex afterwards and thanked her for raising this issue and urged her to keep pressing it so that ACRL members are not unintentionally alienated by this campaign.] Larry: Can we target the 120K library workers? Don't want to impinge on local library fundraising. Tracie: Anything we can do to raise awareness of libraries is good. Giving Tuesday most successful this past year, due to social media. ALA outside of IMLS, largest granter.

Conference report: Proposing Louisville KY for LLX for 2024. Months of negotiations to hold it in Orlando have ended due to hotels etc. being unable to guarantee ALA's provisions for inclusiveness, etc. Karen S pointed out that KY is on the CA banned list. Karen also pointed out that Orlando has performed near the bottom of the list for prior conferences and wondered why it was even considered. [Orlando was originally considered, because it was warm.] Conf Comm chair said that there could be problems with any state. Alex can't support Louisville due to rules against reproductive rights. Board asked for a list of viable sites that are not on the CA list and promised to give Earla feedback on the location of 2024 LLX as soon as possible.

Julius asked why the placement center was at the Renaissance and not at the convention center. Reason was because the placement center is open to everyone, don't have to be registered or masked, and the convention center had restrictions in place.

IT: Sherri: IT implements, supports, and provides training on software and hardware technologies for our 8 divisions, 19 roundtables, 51,000 members, and 25 offices with approximately 220 staff. Currently have 6 full time employees. Use two major association management systems for tracking our member and customer transactions: iMIS is where we store all member and non-member contact information, committee membership, what conferences and continuing education members are registered for, dues payment information, member contributions and donations, and orders for products. The second system is Microsoft

## ACRL AC22 (makeup meeting) Doc 14.1

GP Dynamics. GP is where we store accounting information including the general ledger, accounts payable, fixed assets, and budgeting.

### PROJECTS COMPLETED:

iMIS Membership System Upgrade Working with vendor to set up web portals, Single Sign-on, and testing integrations after a successful upgrade in our test environment. Ready in early Sept.

Drupal 9 Website Upgrade and Redesign Working with our vendor on a 20-24 month implementation. Have started meetings with internal and external stakeholders. Doesn't affect sites in Wordpress or conference websites. Lots of microsites.

Assist with the New Continuing Education Learning Management/eCommerce System Work with vendor to set up Face-to-Face events

Clean up data in the iMIS membership database Some cleanup will happen as a result of the iMIS system upgrade above

Want to increase IT staff to 10 in FY23, including a Chief Info Technology Officer (CITO)

Board seems genuinely appreciative of what IT has done. IT has responded to board's concerns.

### Other:

Some discussion about dissolution of The Association of Specialized and Cooperative Library Agencies (ASCLA), a division of the American Library Association. It was described as the premier destination for ALA members to find information and build capacity to serve populations that are served by state library agencies, libraries serving special populations, library cooperatives and library consultants.

**Planning & Budget Assembly (PBA), Budget Analysis & Review Committee (BARC) & Division Leadership Joint Meeting 2022 Annual Conference Sunday, June 26, 2022 Marriott Marquis Liberty Ballroom 1:00-3:00 pm.** BARC tracks current budget and Treasurer tracks upcoming budgets.

Lessa: President's Initiative: Pandemic forced her to change plans a bit. Will have a strategic approach, rather than a broad overview, including helping members find their place. Work on ALA's brand and public awareness. Mission Partners presenting to board on Tuesday at 8:00 in the Linden room

FY22 budget update: Six months ending 1/31/22. Does not contain LLX details. Revenue is around \$19.9M with a budget of \$18.5M, Total Expenses about on budget, \$19.3M. \$2M for PPP treated as a negative expense.

Division revenue around \$4.7M compared to budget of \$4.4M. Doesn't include LLX or PLA. Net of \$417K

Hope to be caught up by Sept with financials. Revenue is usually recognized in the month that a meeting occurs. But not expenses.

FY23 Budget Timetable

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1. 2<sup>nd</sup> review of FY23 draft budget, 2. Council approve FY23 Annual Estimates of Income (AEI), 3. Final budget review/approval Fall, 4. Budget strategies – strategic pivot plan.

Budget assumptions: Staff salary increase of 2%, furlough days of 0, Overhead rate of 26.5%, continued freeze do NABs transfers to endowment (trying to preserve cash on hand), approved 5% endowment payouts by unites and divisions with endowment.

Overhead rate lower than actual expenses.

Received just over \$6M in PPP.

Contributed revenue is cash in the door: For FY22 \$3.85M, \$5.9M for FY21. BARC trying to address the timeline for finances, moving to quarterly reports and moved operations to in house.

FY23 looking for a surplus of \$50K. Annual Estimates of Income (used to be called budgetary ceiling). What we believe net assets will be at end of FY22. Forecasting \$22M for FY22, for FY23 \$49M. Maximum we could spend \$114,539,660.

Annual conference doing well.

Operating Agreement:

Divisions responsible for covering their costs, also covering cost for any new initiatives. One budget.

Advocating elimination of internal transfers for overhead.

TAG: John Lehner (retired from Univ of Houston) chaired the Forward Together Fiscal Group, worked with BARC. John not here, unexpectedly. Maggie provided the report: Some TAG recommendations approved by Council. Council will be smaller but will continue to be policy making. Exec Board will expand by 1 individual (AASL member). What are the financial impacts of new board? Minimal costs with additional board member, travel and IT.

Existing cost of Council is \$360K. By moving to 3 virtual meetings, hybrid meetings, etc. Savings of about \$100K.

# ACRL AC22 B&F (makeup meeting) Doc 15.0

Association of College & Research Libraries  
ALA/ACRL American Library Association  
225 N Michigan Ave, Suite 1300  
Chicago, IL 60601  
acrl@ala.org, <http://www.acrl.org>



## Board of Directors/Budget & Finance Action Form

To: ACRL Budget and Finance and ACRL Board of Directors

Subject: ACRL Chapter Funding Policy

Submitted by: Lauren Carlton, Program Officer

Date submitted: July 14, 2022

### Background

The funding policy for ACRL Chapters has not been updated since 1998 (B&F Doc 15.1 1998 ACRL Chapter Relations Task Force Report). The 1998 ACRL Chapter Relations Task Force Report is the basis for the current ACRL Chapter funding policy articulated in the ACRL Guide to Policies and Procedures, Chapter 5.4 Funding Programs for Chapters. ACRL provides Chapters with funding for ACRL officer visits, ACRL membership lists, two free webcasts per year, and an annual budget based on the number of ACRL members in the chapter's state/region. In addition, ACRL is obligated to pay chapters \$10 for each member who joins ACRL if recruitment documentation is supplied. ACRL currently has 43 chapters, all of which are separate legal entities, and, unlike ALA Chapters, are not required to join ALA or ACRL as organizational members (at the lowest organizational member rate of \$150).

Given the current financial pressures and constraints on the ACRL budget for FY23 (and beyond), an update to the current funding policy is needed to better align policy with actual budgeting practice. The current policy states:

"ACRL allots chapters \$1.00 for each national personal ACRL member living within the geographic region served by the chapter and chapters with fewer than 100 members will be allocated a minimum of \$100. Source: ACRL Board, July 1985, June 1998"

However, since 2011 the Board has approved the following budget assumption for Chapters:

- "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)

*Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at [apayne@ala.org](mailto:apayne@ala.org) and the remainder in hard copy.*

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As Doc 23.2 Chapter Funding, 2011-2021 shows, the ACRL Board has approved steady reductions in Chapter funding (from a high of \$11,603 in 2002 to \$4,000 in FY21) to the point where ACRL is effectively budgeting about \$100 per chapter per year. Changing Chapter funding policy to a flat annual amount for all chapters would bring policy into alignment with actual budgeting practice and save approximately two days of staff time currently devoted to calculating, disseminating, and monitoring 43 separate budgets and processing check requests in the coming years.

### Stakeholders

The ACRL Budget and Finance Committee has been asked to review and recommend this change to the ACRL Board. ACRL Chapter leaders have been notified that changes to Chapter funding policy are under consideration.

### Fiscal and Staffing Impact

Revising chapter budget allocations to a fixed amount (\$100 per Chapter per year) would align ACRL policy with actual budgeting practice. Additionally, such a change would not affect allocations amounts for eight chapters (Arkansas, Idaho, Kentucky, Nebraska, New Mexico, North Dakota and Manitoba, Oklahoma, and South Dakota) which currently receive allocations of \$100 nor would it impact the eight chapters which are currently ineligible to receive funding because they have not submitted annual reports for two consecutive years (Arizona, Colorado, Mississippi, Montana, Nevada, North Carolina, Utah, and Washington). The chapters most affected by this change include California, New England, Illinois, Texas, and New York Metro. (See B&F Doc 15.2, which includes a list of FY20 allocations by state.)

### Budget & Finance Committee Action Recommended

That the ACRL Budget & Finance Committee approves the recommendation to the ACRL Board of Directors to update the ACRL Guide to Policies and Procedures, Chapter 5.4, Funding Programs for Chapters to read: "ACRL allots chapters \$100 per year. If any chapter does not use its full budgeted allotment during the ACRL fiscal year, the money reverts to the ACRL general fund"

### Board Action Recommended (if approved by B&F)

That the ACRL Board of Directors approves the ACRL Budget & Finance Committee's recommendation to update the ACRL Guide to Policies and Procedures, Chapter 5.4, Funding Programs for Chapters to read: "ACRL allots chapters \$100 per year. If any chapter does not use its full budgeted allotment during the ACRL fiscal year, the money reverts to the ACRL general fund"

### Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select the goal area that will be affected most by this action.

Value of Academic Libraries

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

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Student Learning

Goal: Advance innovative practices and environments that transform student learning.

Research and Scholarly Environment

Goal: Librarians accelerate the transition to more open and equitable systems of scholarship.

New Roles and Changing Landscapes

Goal: Academic and research library workforce effectively navigates change in higher education environments.

Enabling Programs and Services

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

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## ACRL AC22 B&F (makeup meeting) Doc 15.2

### Attachment 2: Chapter Expenditures, 2011-2021

Year	Chapter Allocations (Budgetd)	Actual Spent	% Unspent
FY11	\$ 5,000	\$ 5,316	0%
FY12	\$ 5,000	\$ 5,392	0%
FY13	\$ 5,400	\$ 4,898	9.30%
FY14	\$ 4,500	\$ 6,035	0%
FY15	\$ 5,000	\$ 3,845	23.10%
FY16	\$ 6,035	\$ 3,669	39.21%
FY17	\$ 6,035	\$ 3,683	39%
FY18	\$ 4,500	\$ 3,816	15.20%
FY19	\$ 4,500	\$ 2,823	32.27%
FY20	\$ 4,500	\$ 1,141	74.65%
FY21	\$ 4,000	\$ 28	92.80%
<b>TOTAL</b>	<b>\$ 54,470</b>	<b>\$ 40,646</b>	<b>25.38%</b>

Note: Even though Chapter budgets have been steadily reduced over the past eleven years, the amounts budgeted are rarely fully expended.

The table on page 2 shows how much each ACRL chapter was eligible to receive in FY20 based on the ACRL membership counts for their respective states. The allocations range from \$930 (California) to \$100 (Arkansas, Idaho, Kentucky, Nebraska, New Mexico, North Dakota and Manitoba, Oklahoma, and South Dakota).

**In FY20, only four chapters requested their budget allocation (and this is typical of pre-COVID years).**

**Additionally, 18.6% (8) chapters are not eligible to receive budget allocations per Section 5.6.1 Annual Report for Chapter Activities in the ACRL Guide to Policies and Procedures which states, "Both regular allocation and new member funding will be withheld from any chapter that fails to submit an annual report for two consecutive years and such funding may be reinstated once a chapter has submitted an annual report. Compliance with the reporting requirement will be monitored by ACRL staff and became effective with the FY 1998-99 year."**



**ACRL AC22 B&F (makeup meeting) Doc 15.2**

2019-2020 Chapter Expenses			
	Allowance	Used	Notes
Alabama	\$ 128	\$ -	
Arizona	\$ -	\$ -	No annual report in 2 years, no budget.
Arkansas	\$ 100	\$ -	
California	\$ 930	\$ -	
Colorado	\$ -	\$ -	No annual report in 5 years, no budget
Delaware Valley	\$ 435	\$ -	
Florida	\$ 361	\$ 361	Coffee break 1-28-2020
Georgia	\$ 227	\$ -	
Idaho	\$ 100	\$ -	
Illinois	\$ 569	\$ -	
Indiana	\$ 231	\$ -	
Iowa	\$ 171	\$ -	
Kansas	\$ 129	\$ -	
Kentucky	\$ 100	\$ -	
Louisiana	\$ 111	\$ -	
Maryland	\$ 257	\$ 200	Winter social - March 9, 2020
Michigan, MLA	\$ 344	\$ -	
Michigan, MI-ALA	\$ 344	\$ -	
Minnesota	\$ 189	\$ -	
Mississippi	\$ -	\$ -	No annual report in 3 years, no budget
Missouri	\$ 144	\$ -	
Montana	\$ -	\$ -	No annual report in 4 years, no budget
Nebraska	\$ 100	\$ -	
Nevada	\$ -	\$ -	No annual report in __? years, no budget
New England	\$ 813	\$ 813	Strategic planning catering (\$846)
New Jersey	\$ 239	\$ -	
New Mexico	\$ 100	\$ -	
New York, Eastern	\$ 202	\$ -	
New York, Metro	\$ 445	\$ -	
North Carolina	\$ -	\$ -	No annual report in 2 years, no budget.
North Dakota & Manitoba	\$ 100	\$ -	
Ohio	\$ 361	\$ -	
Oklahoma	\$ 100	\$ 100	Zoom 08/12/2020
Oregon	\$ 141	\$ -	
Western Pennsylvania & West Virginia	\$ 120	\$ -	
South Carolina	\$ 118	\$ -	
South Dakota	\$ 100	\$ -	
Tennessee	\$ 167	\$ -	
Texas	\$ 491	\$ -	
Utah	\$ -	\$ -	No annual report in 4 years, no budget
Virginia	\$ 331	\$ -	
Washington	\$ -	\$ -	No annual report in 2 years, no budget.
Wisconsin	\$ 150	\$ -	
<b>Total:</b>	<b>\$ 8,948</b>	<b>\$ 1,474</b>	





# 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.

50 E. Huron St., Chicago, IL 60611  
800-545-2433, ext. 2523  
acrl@ala.org | www.acrl.org

## 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.





**ALA EXECUTIVE BOARD MEETING AGENDA**

2022 Annual Conference Washington D.C.

June 24, 27, 28

Marriott Marquis Hotel: MAR – Silver Linden

**ALA Executive Board Meeting – Session I**

**Friday, June 24 at 9:00 AM – 11:00 AM Eastern Time**

<b>Time</b>	<b>Topic</b>	<b>Facilitator</b>
9:00 AM	<b>Welcome, Call to Order</b> <b>Consent Agenda</b> <ul style="list-style-type: none"> <li>Agenda Approval <i>EBD #9.13 ACTION</i></li> </ul>	Patty Wong, ALA President
9:00 – 9:05 AM	<b>Report out Executive Committee</b>	Patty Wong, ALA President
9:05 – 9:10 AM	<b>Meet ALA’s New Parliamentarian</b>	Adrian Stratton, MBA, PRP
9:10 – 9:40 AM	<b>Executive Director Report <i>EBD #12.34</i></b> <ul style="list-style-type: none"> <li><i>State of ALA Strategy and Operations</i></li> <li><i>ALA EDISJ Strategies</i></li> <li><i>ALA Milestones and 150<sup>th</sup> Anniversary Planning</i></li> <li><i>Development Office Report <i>EBD #6.3 ACTION</i></i></li> <li><i>Emerging Issues and Opportunities</i></li> </ul>	Tracie Hall, ALA Executive Director
9:40 – 9:55 AM	<b>Office for Diversity, Literacy and Outreach Services (ODLOS) Report <i>EBD #12.34</i></b>	Jennifer Shimada, ODLOS Advisory Committee Chair Kevin Strowder, ODLOS Director
9:55 – 10:10 AM	<b>Cultural Proficiencies for Racial Equity Task Force <i>EBD #10.13 ACTION</i></b>	Christina Fuller-Gregory, Facilitator
10:10 – 10:30 AM	<b>Membership Report <i>EBD #12.34</i></b>	Miranda Bennett, Membership Chair Melissa Walling, AED ALA Offices and Member Relations Cory Stevenson, Manager Community Engagement
10:30 – 10:45 AM	<b>Transforming ALA Governance (TAG) Final Report <i>EBD #10.11</i></b>	Amy Lappin, TAG Chair
10:45 – 11:00 AM	<b>Publishing Report <i>EBD #12.34</i></b>	Mary Mackay, AED Publishing
11:00 AM	<b>Adjourn ALA Executive Board Meeting</b>	Patty Wong, ALA President

**ALA EXECUTIVE BOARD MEETING AGENDA**

2022 Annual Conference Washington D.C.

June 24, 27, 28

Marriott Marquis Hotel: MAR – Silver Linden

**ALA Executive Board Meeting – Session II**

**Monday, June 27 at 1:00 PM – 4:00 PM Eastern Time**

<b>Time</b>	<b>Topic</b>	<b>Facilitator</b>
1:00 PM	<b>Call to Order</b> <ul style="list-style-type: none"> <li>Agenda Approval <i>EBD #9.13 ACTION</i></li> </ul> <b>Consent Agenda</b> <ul style="list-style-type: none"> <li>President’s Report <i>EBD #7.6</i></li> <li>President-elect’s Report <i>EBD #7.7</i></li> <li>Board Action &amp; Vote Tally <i>EBD #1.4</i></li> <li>Spring Board Meeting Minutes <i>EBD #2.13</i></li> <li>Philanthropy Advisory Group (PAG) Report <i>EBD #10.15</i></li> </ul>	Patty Wong, ALA President
1:00 – 1:30 PM	<b>Financial Update</b> <ul style="list-style-type: none"> <li>FY 2022 YTD Financial Results &amp; Narrative <i>EBD #3.28-3.28a</i></li> <li>FY 2023 Revised Preliminary Budget and Annual Estimates of Income &amp; Budget Memo <i>EBD #3.30, 3.30a ACTION</i></li> <li>Financial 5-year Plan Update <i>EBD #3.26</i></li> <li>Contributed Revenue Analysis <i>EBD #3.29</i></li> </ul>	Maggie Farrell, ALA Treasurer Dina Tsourdinis, Chief Financial Officer
1:30 – 1:45 PM	<b>Joint Budget Analysis Review Committee (BARC) / Finance and Audit (F&amp;A) Committee Report <i>EBD #3.24</i></b>	Maggie Farrell, ALA Treasurer Rodney Lippard, BARC Chair
1:45 – 2:00 PM	<b>Endowment Trustees Report <i>EBD #13.3</i></b>	Mario Gonzalez, Senior Trustee
2:00 – 2:20 PM	<b>Operating Agreement Working Group <i>EBD #10.12 ACTION</i></b>	Maggie Farrell, Andrew Pace, Co-Chairs OAWG
2:20 – 2:30 PM	<b>Break</b>	
2:30 – 2:45 PM	<b>International and Chapter Relations Report <i>EBD #12.34</i></b>	Michael Dowling, Director, Intl and Chapter Relations Offices
2:45 – 3:00 PM	<b>Public Policy and Advocacy <i>EBD #12.34</i></b>	Joe Thompson, COL Chair Alan Inouye, Interim AED Public Policy & Advocacy
3:00 – 4:00 PM	<b>CLOSED SESSION</b> <b>Legal Update</b>  <b>Reappointments and Nominations for the Philanthropic Advisory Group <i>CBD #27 ACTION</i></b>  <b>Other Items</b>	Paula Goedert, ALA Legal Counsel  Patty Wong, ALA President
4:00 PM	<b>Adjourn ALA Executive Board Meeting</b>	Patty Wong, ALA President

**ALA EXECUTIVE BOARD MEETING AGENDA**

2022 Annual Conference Washington D.C.

June 24, 27, 28

Marriott Marquis Hotel: MAR – Silver Linden

*Note: ALA-APA Board of Director’s Meeting is scheduled for Monday, June 27 at 4:00 PM – 4:30 PM Eastern  
See separate agenda APA BD #9.4*

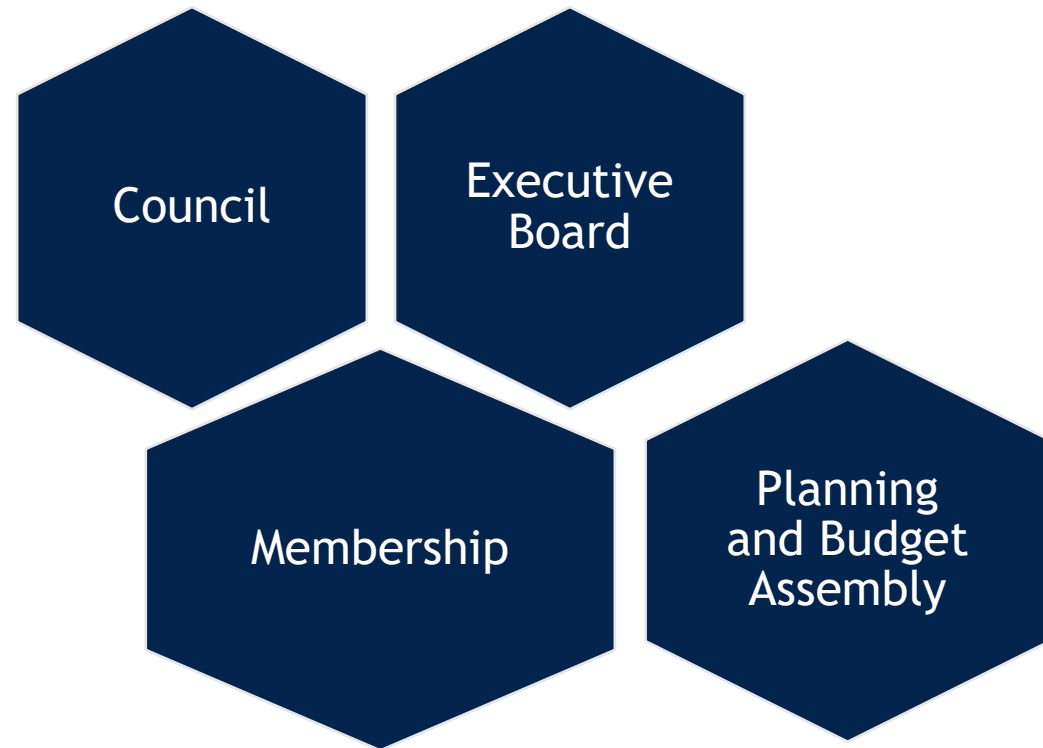
**ALA Executive Board Meeting – Session III**

**Tuesday, June 28 at 8:00 AM – 10:30 AM Eastern Time**

<b>Time</b>	<b>Topic</b>	<b>Facilitator</b>
8:00 AM	<b>Call to Order</b> <ul style="list-style-type: none"> <li>Agenda Approval <i>EBD #9.13 ACTION</i></li> </ul>	Patty Wong, ALA President
8:00 – 8:40 AM	<b>ALA Branding Working Group Update ACTION</b>	Jessica Hassanzadeh, Managing Director, Bridget Pooley, Chief Operating Officer, Mission Partners
8:40 – 8:55 AM	<b>Conference Services Report EBD #12.34, #12.36.1 ACTION</b>	Robin Kear, Conference Committee Chair; Earla Jones, Director Conference Services
8:55 – 9:05 AM	<b>Information Technology Report EBD #12.35.1</b>	Gina Seymour, ITAC Chair Sherri Vanyek, Director IT
9:05 – 9:20 AM	<b>Board Liaison Reports</b> Board members to report out on Board liaison assignments  <b>Emerging Issues</b>	Board members
9:20 – 9:45 AM	<b>Board Members Recognition</b>	Board members
9:45 – 10:30 AM	<b>CLOSED SESSION</b> <b>Office of Intellectual Freedom (OIF) Public Policy Advocacy Joint Report CBD #30</b>  <b>Board Effectiveness</b>  <b>Other Items</b>	Deborah Caldwell-Stone, OIF Director, Megan Cusick, Deputy Director, State Advocacy  Julius C. Jefferson, Jr., ALA Immediate Past President
10:30 AM	<b>Adjourn ALA Executive Board Meeting</b>	Patty Wong, ALA President

# Endowment Trustees Report

Saturday - June 25, 2022  
Sunday - June 26, 2022  
Monday - June 27, 2022



Mario Gonzalez - Senior Trustee

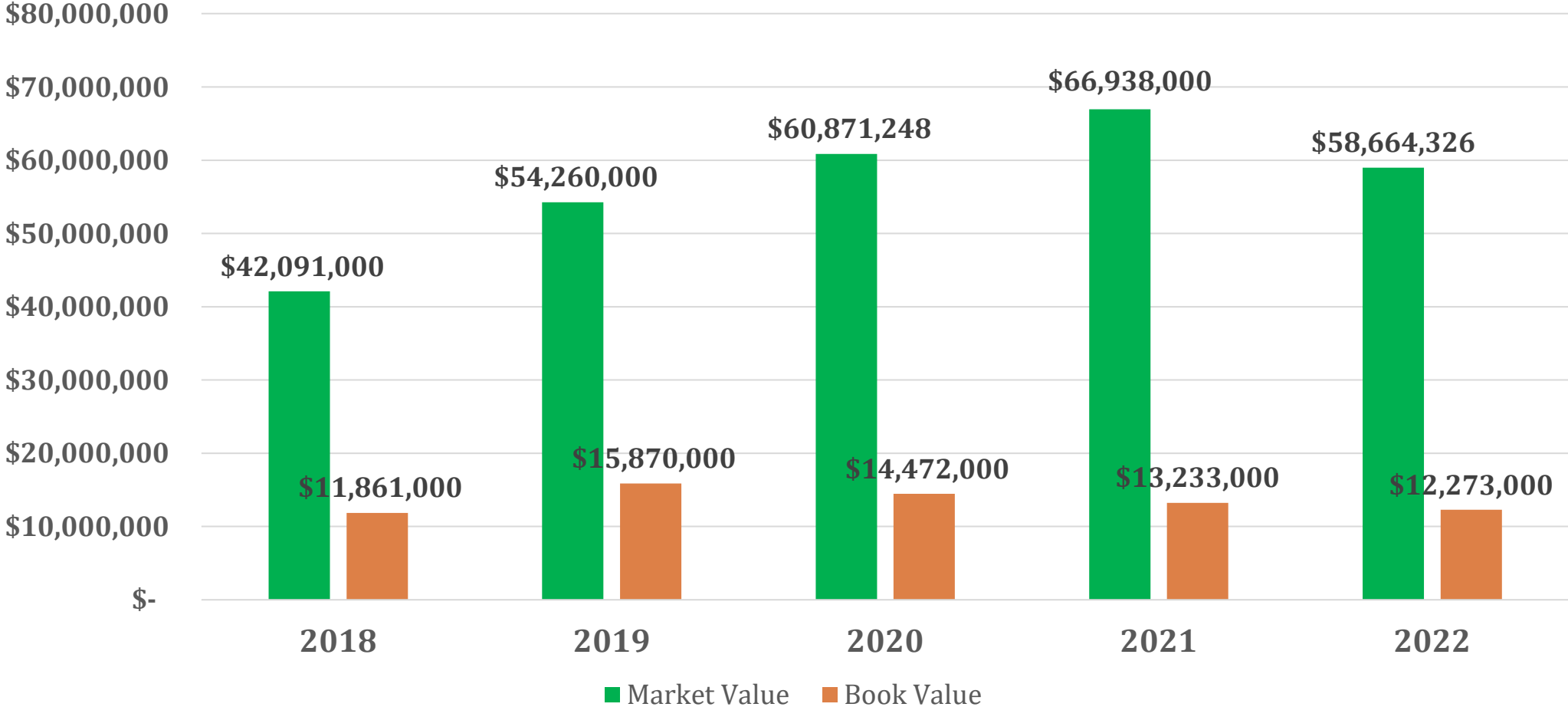


# Notable Issues Influencing the Financial Markets

- The Ukraine/Russia crisis has dampened the global growth outlook
- Inflation is expected to be persistently higher for longer:
  - Currently at 8.3%
  - Massive monetary and fiscal stimulus over the last two years
- The Federal Reserve continues to signal its intention to aggressively raise interest rates to contain inflation
- Oil and gasoline prices continue to escalate
- Strong labor market. 3.6% unemployment; lowest in nearly 50 years
- US consumers are currently flush with cash and lower financial obligations
- The US supply chain remains disjointed
- Energy, mining and agricultural commodity prices expected to remain elevated

# Market and Book Value as of 5-31-22\*

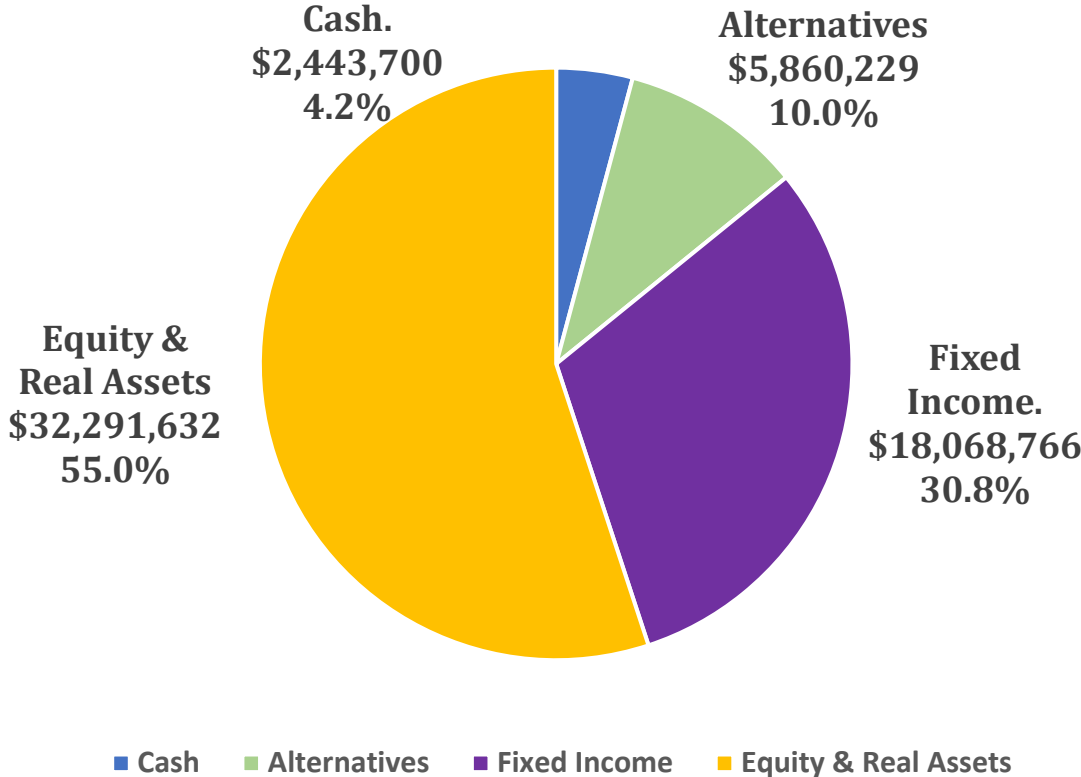
## \$58,664,326



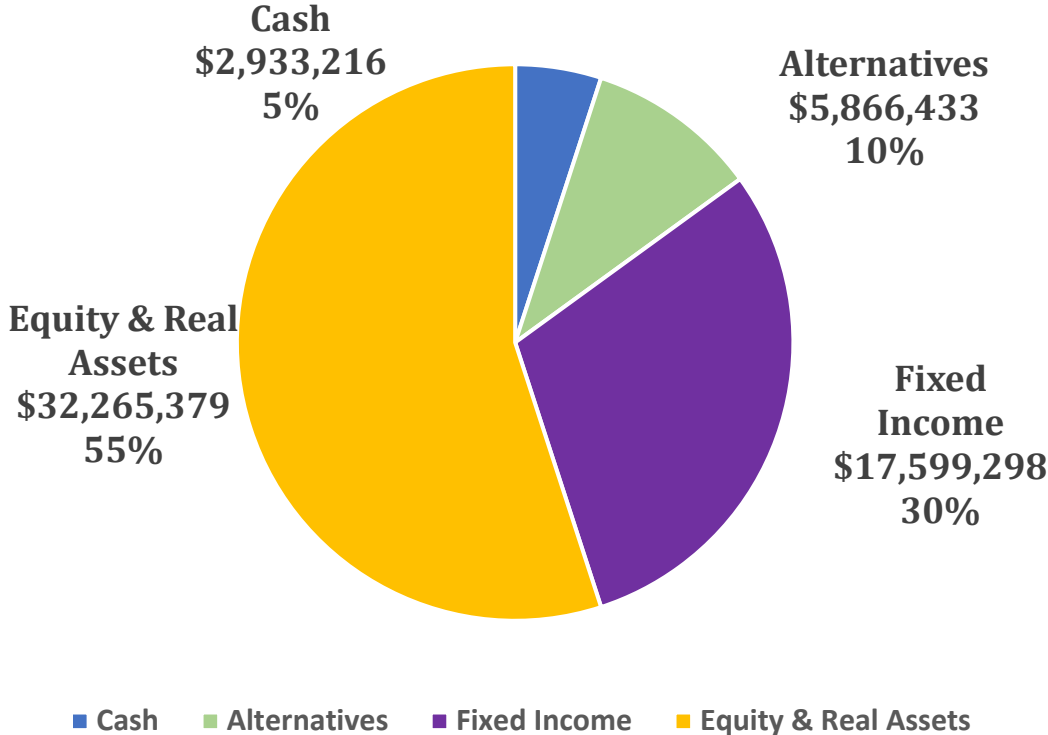
\*Calendar year to date – 5 months. All other years are 12-month results

# Endowment Fund Asset Allocation

### Actual Allocation



### Target Allocation Per IPS



# Equity and Real Assets Manager Allocation

## Domestic Large/Mid Cap

S&P 500 Fossil Fuel Reserve Free	\$	11,653,653	19.9%
Clearbridge Large Cap ESG	\$	8,810,586	15.0%
Nuveen Small Cap ESG	\$	1,890,909	3.2%
Ariel Fund	\$	<u>1,191,902</u>	<u>2.0%</u>
<b>Total</b>	\$	23,547,050	40.1%

## International Equity

Capital Group International	\$	2,303,094	3.9%
Domini International ESG	\$	1,125,640	1.9%
IShares ESG Aware EFT	\$	1,158,593	2.0%
GS GQG International Opportunities	\$	<u>1,439,230</u>	<u>2.5%</u>
<b>Total</b>	\$	6,026,557	10.3%

## Real Assets

Vanguard US REIT ETF	\$	1,466,731	2.5%
Nuveen Real Asset Income	\$	<u>1,251,294</u>	<u>2.1%</u>
<b>Total</b>	\$	2,718,025	4.6%

# Fixed Income and Alternatives/Cash Manager Allocation

Fixed Income			
Guggenheim Total Return	\$	4,243,755	7.2%
PIMCO Income	\$	4,327,091	7.4%
Calvert ESG Short Duration	\$	6,465,737	11.0%
Lord Abbett Short Duration	\$	<u>3,032,183</u>	<u>5.2%</u>
<b>Total</b>	<b>\$</b>	<b>18,068,766</b>	<b>30.8%</b>

Alternatives and Cash			
Blackstone 2015 Alts Trust	\$	1,019,075	1.7%
KKR 2016 Custom Equity Opportunities	\$	939,633	1.7%
Blackstone 2018 Alts Trust	\$	2,172,106	3.7%
JLL Income Property Trust	\$	1,321,809	2.3%
The Endowment Fund	\$	<u>407,606</u>	<u>0.6%</u>
<b>Total Alternatives</b>	<b>\$</b>	<b><u>5,860,229</u></b>	<b><u>10.0%</u></b>
Cash	\$	<u>2,443,700</u>	<u>4.2%</u>
<b>Total</b>	<b>\$</b>	<b>8,303,929</b>	<b>14.2%</b>

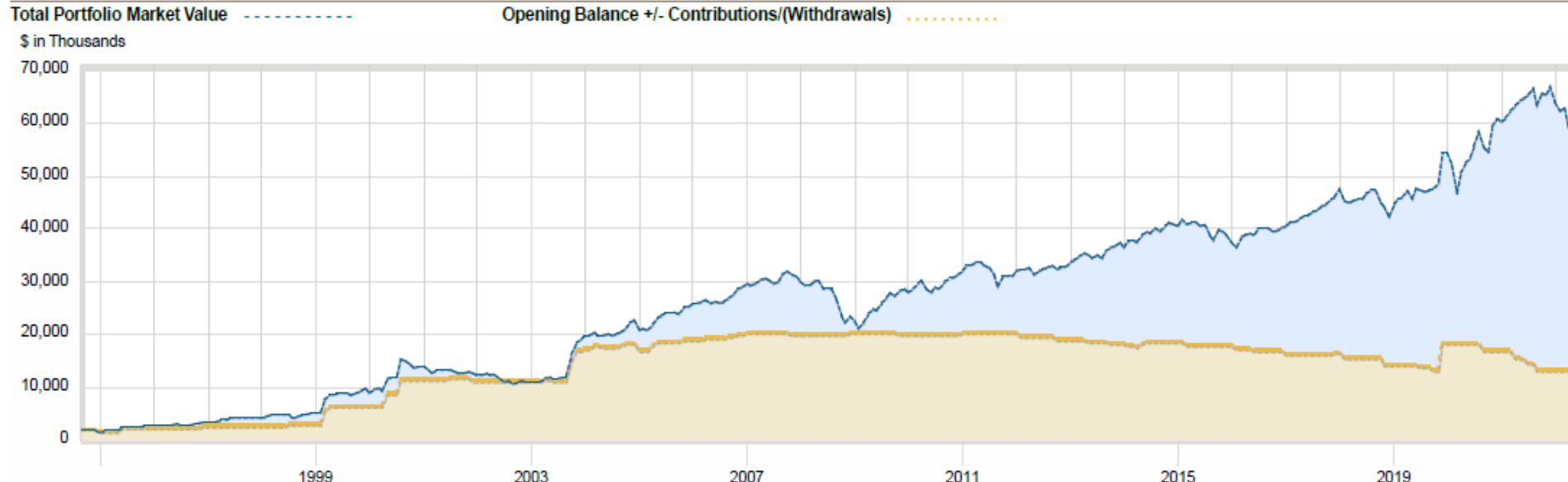
# Environmental, Social and Governance (ESG) and Diversity Portfolio Holdings



	<u>Portfolio Value</u>	<u>% of ESG Portfolio</u>	<u>% of Total Portfolio</u>
S&P 500 Fossil Free Reserve	\$ 11,653,653	34.5%	19.9%
Clearbridge Large Cap ESG	\$ 8,810,586	26.1%	15.0%
Calvert ESG Short Duration	\$ 6,465,737	19.2%	11.0%
Nuveen Small Cap ESG	\$ 1,890,909	5.6%	3.2%
Domini ESG International	\$ 1,125,640	3.3%	1.9%
iShares ESG Aware ETF	<u>\$ 1,158,593</u>	<u>3.5%</u>	<u>2.0%</u>
<b>Total ESG</b>	<b>\$ 31,105,118</b>	<b>92.2%</b>	<b>53.0%</b>
Ariel Investments	\$ 1,191,902	3.5%	2.0%
GS GQG International	<u>\$ 1,439,230</u>	<u>4.3%</u>	<u>2.5%</u>
<b>Total Diversity</b>	<b>\$ 2,631,132</b>	<b>7.8%</b>	<b>4.5%</b>
<b>Grand Total</b>	<b><u>\$ 33,736,250</u></b>	<b><u>100.0%</u></b>	<b><u>57.5%</u></b>
<b>Portfolio Total</b>	<b><u>\$ 58,664,326</u></b>		

# Endowment historical cash flows as of 5/31/2022

Performance period: 10/17/1994 to 05/31/2022



Categories	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Entire Period
Opening Balance (\$)	32,633,466	37,288,932	40,735,091	38,724,962	40,016,349	45,900,664	42,091,092	54,260,268	60,747,152	66,937,475	1,623,562
Contributions/(Withdrawals) (\$)	(732,294)	519,511	(877,651)	(991,964)	(369,494)	(2,053,057)	4,009,133	(1,448,275)	(3,772,171)	722	10,650,465
Interest/Dividends (\$)	1,213,067	1,396,836	1,497,064	1,252,452	1,214,040	1,528,605	1,190,682	1,631,792	2,260,553	481,094	24,013,377
Appreciation/(Depreciation) (\$)	4,174,694	1,529,812	(2,629,543)	1,030,899	5,039,768	(3,285,121)	6,969,361	6,303,367	7,701,942	(8,754,965)	21,773,038
Closing Balance (\$)	37,288,932	40,735,091	38,724,962	40,016,349	45,900,664	42,091,092	54,260,268	60,747,152	66,937,475	58,664,326	58,664,326
Time Weighted Return (%)	16.71	7.67	(2.89)	6.13	15.82	(4.04)	19.44	14.85	16.73	(12.36)	579.85

**\*Book Value is the net total of contributions and withdrawals made by ALA. Contributions/withdrawals will increase or decrease both Book Value and total portfolio value by identical amounts.**

Book Value = \$12.3 million  
Investment Earnings = \$45.8 million

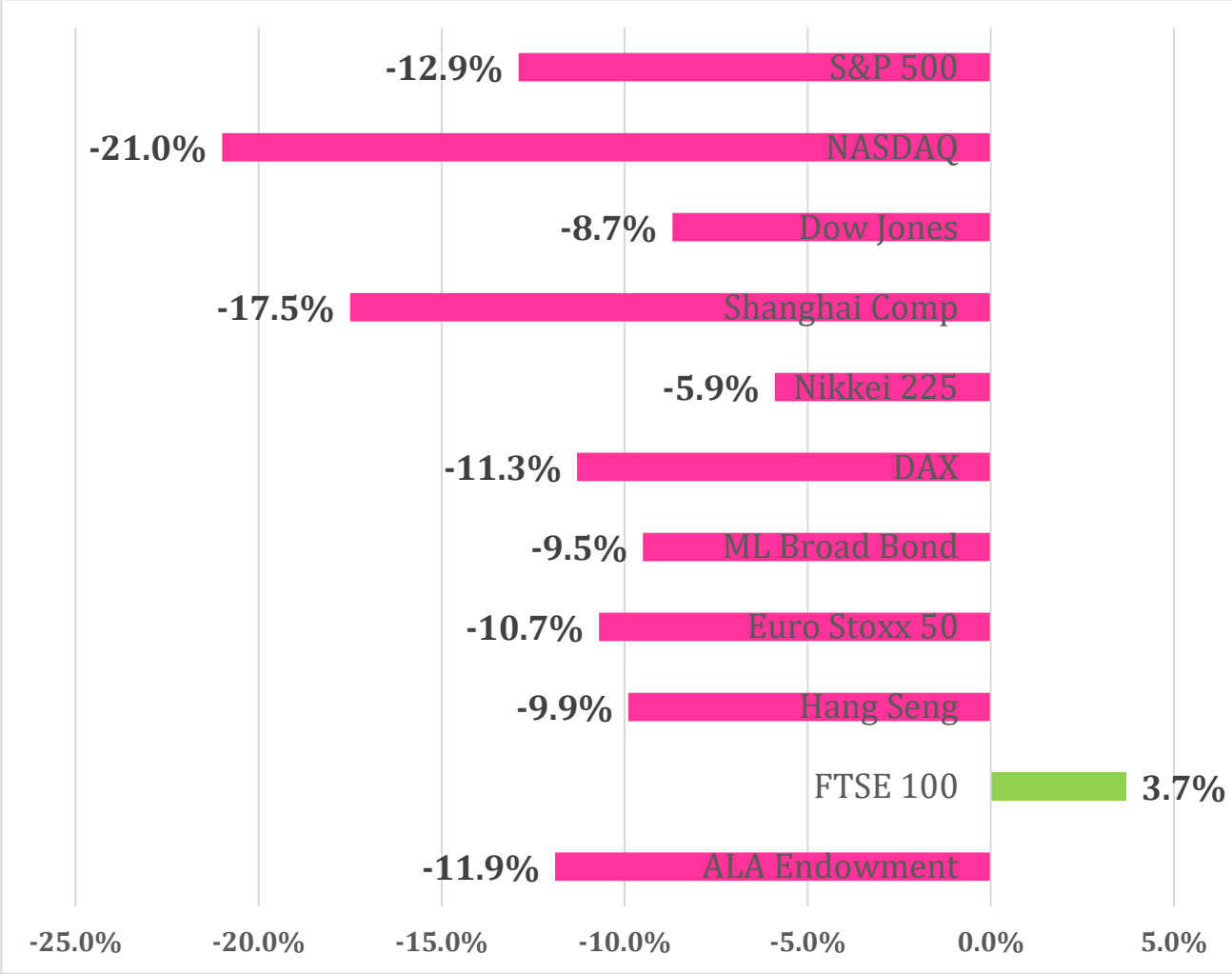
# Time Weighted Rate of Return

## Year-To-Date 5-31-22

<u>Period</u>	<u>Opening Balance</u>	<u>Contributions (Withdrawals)</u>	<u>Interest &amp; Dividends</u>	<u>Appreciation (Depreciation)</u>	<u>Closing Balance</u>	<u>ROR Period</u>	<u>ROR Cumulative</u>
May - 2022	\$ 58,992,387	\$ 0	\$ 62,704	\$ (390,765)	\$ 58,664,326	(0.56%)	(12.36%)
April - 2022	\$ 62,749,007	\$ 0	\$ 59,983	\$ (3,816,602)	\$ 59,992,387	(5.99%)	(11.87%)
March - 2022	\$ 62,054,031	\$ 0	\$ 282,751	\$ 412,224	\$ 62,749,007	1.12%	(6.26%)
February - 2022	\$ 63,726,906	\$ 0	\$ 44,803	\$ (1,717,678)	\$ 62,054,031	(2.63%)	(7.30%)
January - 2022	\$ 66,937,475	\$ 722	\$ 30,854	\$ (3,242,145)	\$ 63,726,906	(4.80%)	(4.80%)
December - 2021**	\$ 65,284,718	\$ (722)	\$ 888,885	\$ 764,595	\$ 66,937,475	2.53%	16.73%*
<b>2022 Totals</b>		\$ 722	\$ 481,094	\$ (8,754,965)	\$ 58,664,326	NA	(12.36%)



# Returns for the World's Major Indices



# Endowment Trustee Activities

- Invested in a new private equity manager Partners Group Fund (ESG) – A \$1.0 million commitment\*
  - Investment will be made in mid-June 2022, for a 1.7% increase in ESG holdings bringing the ESG total to 59.2%
- Rebalanced the portfolio by reducing the overweighting in the equity position by 1% to target and reallocating to private equity
- Approved the establishment of the Joann Sweetland Lum Memorial Fund endowment\*\*
- Updated and codified the guidelines and procedures for the selection of Endowment Trustee applicants and Trustees seeking a second three-year term
- Set a timeline for the establishment of guidance and criteria for a “Request for Information/Proposal” for the ALA Investment Advisor
- Set a timeline for updating “Investment Policy Statement”



# ALA Endowment Trustees

**CONTACT: [mgonzalez@passaicpubliclibrary.org](mailto:mgonzalez@passaicpubliclibrary.org)**

**Mario Gonzalez, Senior Trustee – 2023**

**Brett Bonfield – 2024**

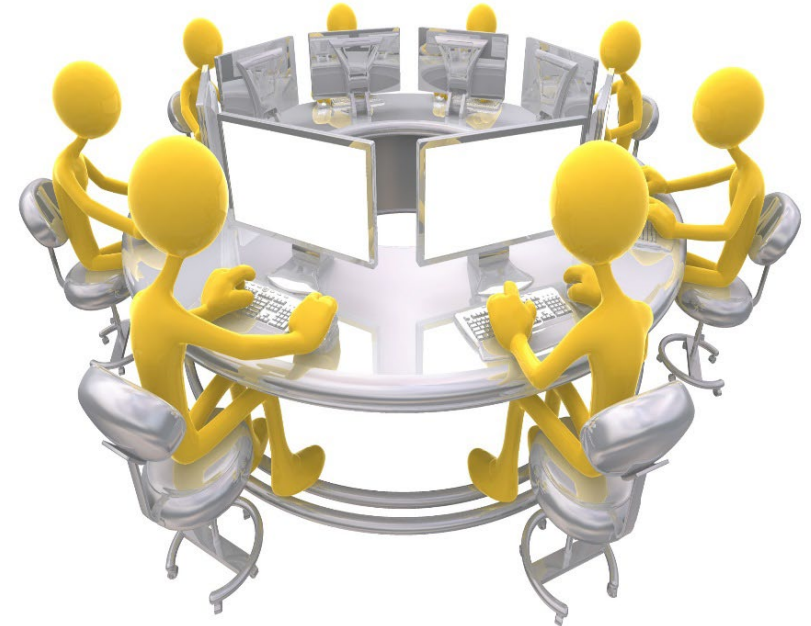
**Maggie Farrell, Treasurer – 2022**

**Rhea Lawson – 2023**

**James G. Neal – 2022**

**Janice Welburn – 2022**

**Shali Zhang – 2024**



*Supported by ALA Finance staff and The Bhatia Group, Merrill Lynch Investment Advisers*

EBD #3.33  
 BARC #3.33  
 2021-2022

## ALA American Library Association

Endowment 5% Spending Payout  
 FY 2023

### 20 Quarter Payout

### Budget Support

#### For FY23 Budget

#### Policy/Practice

Unit	Project #	Name	Total 20 Quarters	20 Quarter Rolling Average	5% of Rolling Average
591	9150/53/54	<b>Future Fund</b>	\$ 301,203,418	\$ 15,060,171	\$ <b>753,009</b>
300	2992	<b>Carnegie</b>	\$ 35,986,426	\$ 1,799,321	\$ 89,966
250	9097	<b>Life Member I</b>	\$ 30,941,757	\$ 1,547,088	\$ 77,354
250	9183/84	<b>Life Member II</b>	\$ 2,375,813	\$ 118,791	\$ 5,940
		<b>Total</b>	<b>\$ 370,507,414</b>	<b>\$ 18,525,371</b>	<b>\$ 926,269</b>
<b>Divisions</b>					
401	3179	<b>PLA</b>	\$ 29,511,554	\$ 1,475,578	\$ 73,779
403	3657	<b>ACRL</b>	\$ 87,218,928	\$ 4,360,946	\$ 218,047
404	3921	<b>Choice</b>	\$ 14,278,922	\$ 713,946	\$ 35,697
405	4061	<b>AASL</b>	\$ 7,720,272	\$ 386,014	\$ 19,301
406	4399	<b>ASCLA</b>	\$ 1,633,432	\$ 81,672	\$ 4,084
407	4516	<b>ALCTS</b>	\$ 1,276,246	\$ 63,812	\$ 3,191
409	4711	<b>LLAMA</b>	\$ 4,406,431	\$ 220,322	\$ 11,016
410	4821	<b>RUSA</b>	\$ 14,050,021	\$ 702,501	\$ 35,125
411	5116	<b>United Libraries</b>	\$ 3,851,677	\$ 192,584	\$ 9,629
412	5342	<b>LITA</b>	\$ 3,951,830	\$ 197,592	\$ 9,880
		<b>Total</b>	<b>\$ 167,899,313</b>	<b>\$ 8,394,966</b>	<b>\$ 419,748</b>
<b>Spectrum Family</b>					
116	9182	<b>Spectrum</b>	\$ 100,700,934	\$ 5,035,047	\$ 251,752
116	0407	<b>Gordon</b>	\$ 853,911	\$ 42,696	\$ 2,135
116	0462	<b>Turock</b>	\$ 3,638,403	\$ 181,920	\$ 9,096
116	0464	<b>Teeple</b>	\$ 2,742,937	\$ 137,147	\$ 6,857
116	1701	<b>Leo Albert</b>	\$ 15,338,174	\$ 766,909	\$ 38,345
116	9185	<b>G. Calloway</b>	\$ 651,878	\$ 32,594	\$ 1,630
116	9167	<b>Giles</b>	\$ 10,612,387	\$ 530,619	\$ 26,531
		<b>Total</b>	<b>\$ 134,538,624</b>	<b>\$ 6,726,931</b>	<b>\$ 336,347</b>
<b>Scholarships</b>					
103	0204	<b>Hornback</b>	\$ 7,178,922	\$ 358,946	\$ 17,947
413	5408	<b>Melcher</b>	\$ 22,845,733	\$ 1,142,287	\$ 57,114
591	9165	<b>Clift</b>	\$ 11,696,884	\$ 584,844	\$ 29,242
103	0209	<b>Hoy</b>	\$ 3,670,073	\$ 183,504	\$ 9,175
604	6154	<b>ROCKOSZKA</b>	\$ 2,254,962	\$ 112,748	\$ 5,637
200	1056	<b>Gavers</b>	\$ 4,575,606	\$ 228,780	\$ 11,439
591	9159	<b>General</b>	\$ 4,661,068	\$ 233,053	\$ 11,653
591	9161	<b>Drewes</b>	\$ 1,538,941	\$ 76,947	\$ 3,847
591	9163	<b>Leisner</b>	\$ 1,834,751	\$ 91,738	\$ 4,587

150	0802	Oakley	\$	1,726,319	\$	86,316	\$	4,316
		<b>Total</b>	\$	<b>61,983,259</b>	\$	<b>3,099,163</b>	\$	<b>154,958</b>
		<b>Awards</b>						
103	0214	Curly	\$	637,483	\$	31,874	\$	1,594
106	0416	Gregory-Wood	\$	220,506	\$	11,025	\$	551
108	0608	Intellectual	\$	4,705,661	\$	235,283	\$	11,764
111	0862	Bogle	\$	481,699	\$	24,085	\$	1,204
111	0864	Dean	\$	1,540,416	\$	77,021	\$	3,851
200	0947	Baber	\$	7,137,950	\$	356,898	\$	17,845
230	0959	Haycock	\$	1,289,937	\$	64,497	\$	3,225
230	0961	Boyd	\$	2,689,719	\$	134,486	\$	6,724
115	0977	Cultural	\$	43,739,118	\$	2,186,956	\$	109,348
200	1058	Howard	\$	2,103,001	\$	105,150	\$	5,258
230	1641	Schneider	\$	8,731,752	\$	436,588	\$	21,829
230	1645	Lippincott	\$	1,539,543	\$	76,977	\$	3,849
410	4823	Brodie	\$	4,186,759	\$	209,338	\$	10,467
410	4824	Gail Schlachter	\$	908,225	\$	45,411	\$	2,271
413	5409	Childrens	\$	6,191,229	\$	309,561	\$	15,478
413	5410	Distinguished	\$	2,272,690	\$	113,635	\$	5,682
413	5412	Video	\$	3,204,599	\$	160,230	\$	8,011
413	5416	Legacy Award	\$	1,712,580	\$	85,629	\$	4,281
413	5418	Arbuthnot	\$	6,592,909	\$	329,645	\$	16,482
413	5426	Fiore	\$	1,285,212	\$	64,260.60	\$	3,213
413	5572	Rollins	\$	7,547,518	\$	377,376	\$	18,869
413	5573	E. Peterson	\$	-	\$	-	\$	-
413	5582	Morris - ALSC	\$	18,316,274	\$	915,814	\$	45,791
413	5596	Belpre	\$	3,298,134	\$	164,907	\$	8,245
413	5598	Geisel	\$	1,747,080	\$	87,354	\$	4,368
414	5791	Morris - Yalsa	\$	16,011,496	\$	800,575	\$	40,029
414	5793	Yalsa Leader	\$	2,313,104	\$	115,655	\$	5,783
414	5900	MAE Trust	\$	20,736,452	\$	1,036,823	\$	51,841
601	6001	Windsor	\$	370,534	\$	18,527	\$	926
601	6004	Holley	\$	698,653	\$	34,933	\$	1,747
605	6207	Immorth	\$	384,769	\$	19,238	\$	962
607	6302	Olofson	\$	1,470,034	\$	73,502	\$	3,675
608	6351	Shera	\$	1,433,823	\$	71,691	\$	3,585
610	6448	H. Bibilo	\$	101,779	\$	5,089	\$	254
619	6465	GLBLRT	\$	6,828,153	\$	341,408	\$	17,070
613	6472	CSK	\$	9,018,977	\$	450,949	\$	22,547
612	6555	LIRT	\$	1,174,004	\$	58,700	\$	2,935
591	9172	Fyan	\$	12,237,102	\$	611,855	\$	30,593
606	6260	IRRT	\$	1,066,476	\$	53,324	\$	2,666
591	9175	Futas	\$	687,983	\$	34,399	\$	1,720
		<b>Total</b>	\$	<b>206,613,333</b>	\$	<b>10,330,667</b>	\$	<b>516,533</b>
		<b>Total</b>	\$	<b>941,541,943</b>	\$	<b>47,077,097</b>	\$	<b>2,353,855</b>



## Planning & Budget Assembly (PBA), Budget Analysis & Review Committee (BARC) & Division Leadership Joint Meeting

2022 Annual Conference

Sunday, June 26, 2022

Marriott Marquis Liberty Ballroom

1:00-3:00 pm ET

### Agenda

1:00 – 1:10	Welcome and Introductions	Lessa Pelayo-Lozada, President Elect
1:10-1:20	President’s Initiatives for Coming Year	Lessa Pelayo-Lozada, President Elect
1:20 – 1:35	FY 2022 Budget Update; EBD/BARC #3.28	Maggie Farrell, Treasurer
1:35-2:00	Revised FY 2023 Budget Overview; EBD/BARC #3.30	Maggie Farrell, Treasurer
2:00-2:45	Operating Agreement Workgroup Update and Discussion, EBD/BARC #10.12	Maggie Farrell and Andrew Pace, Co-Chairs
2:45-3:00	Transforming ALA Governance (TAG) Financial Implications, CD #36	Maggie Farrell, Treasurer, & John Lehner, BARC Member
3:00	Summary & Adjourn	Lessa Pelayo-Lozada, President Elect

All supporting documents available on [Executive Board Documents](#) page, except TAG report, which will be posted to [Council Documents](#) page.