

Association of College & Research Libraries
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Memo

To: ACRL Budget & Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: January 2019

Re: 2019 Midwinter Meeting Agenda and Documents

I am looking forward to meeting with you in Seattle soon. Here is some information you will need to prepare for the ACRL Budget & Finance Committee meetings during the ALA Midwinter Meeting.

Blue = New Documents

Black = Included

Documents prepared for this meeting include:

- Doc 1.0 Budget & Finance Committee Minutes from Annual Conference 2018
- Doc 2.0 Budget and Finance Committee 2018–19 Annual Work Plan
- Doc 3.0 FY18 Annual Report on Finances (from December 2018 *C&RL News*)
- Doc 4.0 FY18 First Quarter Budget Report Cover Memo
- Doc 4.1 FY18 First Quarter Budget Report Spreadsheet
- Doc 5.0 Long-term investment (aka endowment) reports
- Doc 6.0 FY19 Budget Assumptions with Changes Fall 2018 to MW19
- **Doc 6.1 Overview of the ACRL and CHOICE FY19 preliminary budget**
- **Doc 6.2 FY20 preliminary budget packet for ACRL**
- **Doc 7.0 FY20 preliminary budget packet for CHOICE**
- Doc 8.0 ACRL Net Asset Balance Brainstorming
- Doc 9.0 HEPI Overview Increase Projection
- Doc 11.0 Financial Glossary

- Doc 12.0 ALA ITTS Midwinter 2019 Update
- Doc 13.0 Dashboard Metrics
- Doc 20.0 CHEMA Associations' Reserve Levels with ACRL Reserve Comparison

Budget and Finance Committee Basic Documents

Please have your [Budget and Finance Committee Basic Documents](#) available for your reference during the Midwinter Meeting. These documents are available for download in the Budget and Finance Committee's ALA Connect space, and are compiled with bookmarks in a PDF.

Committee Meetings

- [Budget & Finance Committee I \(ACRL\)](#): Saturday, January 26, 9:00 AM - 11:30 AM.
Location: Grand Hyatt Seattle, Douglas Boardroom
- [Budget & Finance Committee II \(ACRL\)](#): Sunday, January 27, 9:30 AM - 12:00 PM.
Location: Grand Hyatt Seattle, Douglas Boardroom
- [Board of Directors/Budget & Finance Joint Meeting \(ACRL\)](#): Monday, January 28, 8:00 AM - 10:00 AM. Location: Grand Hyatt Seattle, Leonesa III. *Also listed on scheduler as Budget & Finance Committee III (ACRL).*

Questions?

If you have any questions about any of the materials, please do not hesitate to contact John or me (mdavis@ala.org). I look forward to seeing you in Seattle!

Budget and Finance Committee Meeting

Midwinter 2019 Seattle

Saturday, January 26, 2019 • 9:00–11:30 a.m. • Grand Hyatt Seattle, Douglas Boardroom
 Sunday, January 27, 2019 • 9:30 a.m.–12:00 p.m. • Grand Hyatt Seattle, Douglas Boardroom
 Monday, January 28, 2019 • 8:00–10:00 a.m. • Grand Hyatt Seattle, Leonesa III

ACRL Budget & Finance Committee Meeting Agenda

Saturday, January 26 • 9:00–11:30 a.m.

Time	Item (Document number follows topic and presenter)
9:00–9:05 a.m.	1.0 Welcome and Introductions (Allen) The committee members will introduce themselves and acknowledge any guests present.
9:05–9:08 a.m. Action	2.0 Assign Recorders (Allen) Review of expectations and contents of meeting record to assign recorders. <ul style="list-style-type: none"> • Recorder 1: Saturday 9:00–10:30 = • Recorder 2: Saturday 10:30–11:30 = • Recorder 3: Sunday 9:30–10:30 = • Recorder 4: Sunday 10:30–12:00 p.m. = • Recorder 5: Monday 8:00–10:00 = • Compiler = Carolyn Henderson Allen
9:08–9:13 a.m. Action	3.0 Adoption of the Agenda/Confirm Meeting Outcomes (Allen) During the Budget and Finance Committee Meetings at MW19, the committee will: <ul style="list-style-type: none"> • Approve AC18 B&F minutes • Review briefing book • Review the ACRL FY18 annual report • Review FY19 1st quarter report • Develop feedback for staff on the preliminary FY20 budget and discuss how to prioritize funding ACRL's programs and services if there are not enough resources to fully support current and new initiatives. • Meet with the ALA BARC liaison • Review the ALA Organizational Effectiveness report, and implications on ALA/ACRL finances. • Discuss impact of dues on the budget and possible FY20 individual dues rates. • Review progress on the B&F Committee's work plans • Discuss any new business if needed

Time	Item (Document number follows topic and presenter)
9:13–9:15 a.m. Action	4.0 2018 Annual Conference Committee Meeting Minutes (Allen) #1.0 The Budget & Finance Committee will discuss and vote to approve its meeting minutes from its meetings at the 2018 ALA Annual Conference in New Orleans.
9:15–9:30 a.m. Information/Discussion	5.0 ACRL Finances (Allen/Davis) <ul style="list-style-type: none"> 5.1 Briefing Book The Budget and Finance Committee will receive a copy of a proprietary financial briefing document for their use in making data-driven decisions about ACRL finances. 5.2 FY18 Financial Report #3.0 The Budget & Finance Committee will review the FY18 annual report and consider whether potential changes are needed for the FY19 report. 5.3 FY19 1st Quarter Report (operations & LTI) #4.0, #4.1, #5.0, #13.0 The committee will review the 1st quarter budget report. The committee will also review endowment balances to ensure they are in line with ALA trustee recommendations.
9:30–10:30 a.m. Information/Discussion	6.0 ACRL FY20 Preliminary Budget (Davis) #6.0, #6.1, #8.0, #6.2, #20.0 The committee will briefly review the FY20 budget assumptions and the changes staff made in developing the budget, consider the appropriate net asset balance for ACRL, and consider whether resources are allocated in a way to support the Plan for Excellence. The committee should also consider how to advise the Board on how to prioritize funding its programs and services if there are not enough resources to fully support current and new initiatives. With these assumptions in mind, the committee will then discuss the ACRL preliminary FY20 budget in order to provide feedback to staff.
10:30–10:45 a.m.	Break
10:45–11:30 a.m. Discussion	7.0 CHOICE FY20 Preliminary Budget (Cummings) #6.0, #6.1, #7.0 The committee will discuss the CHOICE preliminary FY20 budget and provide feedback to staff.
11:30 a.m.	8.0 Adjourn (Allen)

Sunday, January 27 • 9:30 a.m.–10:50 a.m.

Time	Item (Document number follows topic and presenter)
9:30–9:45 a.m. <i>Discussion</i>	9.0 ALA BARC Liaison (Farrell) The Budget and Finance Committee will meet with ACRL’s Budget Analysis & Review Committee (BARC) liaison, Maggie Farrell, and have an opportunity to hear an update about ALA’s finances and ask questions of the BARC liaison.
9:45–10:05 a.m.	10.0 ALA Organizational Effectiveness (Allen) The committee will review the ALA Organizational Effectiveness report, and implications on ALA/ACRL finances.
10:05–10:20 a.m. <i>Discussion</i>	11.0 Individual Dues Rates for FY20 (Allen & Petrowski) #9.0 The Budget & Finance Committee is responsible for bringing to the Board an annual recommendation related to dues. The committee will review the impact of the previous dues increases approved by the Board and discuss the FY20 personal dues rates and consider organizational dues rates and benefits.
10:20–10:30 a.m. <i>Discussion</i>	12.0 Review of Progress on B&F Committee’s Work Plan (Allen) #2.0 The committee will review its work plan progress.
10:30–10:50 a.m. <i>Discussion</i>	13.0 New Business (Allen)
10:50 a.m.	14.0 Adjournment

Next Meeting

Joint Board and Budget & Finance Committee Meeting: Monday, January 28, 2019, 8:00–10:00 a.m., Grand Hyatt Seattle, Leonesa III

This page included to accommodate double sided printing.

Association of College and Research Libraries

Budget & Finance Committee

Meeting I Notes

ALA 2018 Annual Conference

Sunday, June 24, 2018

9:30 am - noon

1.0 Welcome and introductions (Lehner)

The Chair, John Lehner, welcomed the group and asked that members of the Committee introduce themselves. The Chair then welcomed the new incoming Chair, Carolyn Allen, and noted the three new members who would be joining the Budget and Finance Committee after Annual Conference.

2.0 Meeting recorder assignments (Lehner)

The Chair asked for volunteers to act as meeting recorders for the Committee's meetings at Annual Conference. The following Committee members volunteered:

- Sunday recorder: Fannie Cox
- Monday part 1 recorder: Ricky Best
- Monday part 2 recorder: Marla Peppers
- Compiler: John Lehner

3.0 Adoption of the Agenda/Confirm meeting outcomes (Lehner)

The Chair briefly outlined the agenda and proposed meeting outcomes. A motion was made, seconded, and approved to confirm the agenda and proposed meeting outcomes.

4.0 Approval of 2018 Midwinter Meeting Minutes (Lehner)

The Committee reviewed the minutes from the 2018 Midwinter Meeting. A motion was made, seconded, and passed to approve the Midwinter Meeting minutes.

5.0 ALA Governance & Financial Changes (Lehner)

The Chair will gave an update on the meeting of fiscal officers and the ALA treasurer and highlighted the reorganization work underway at ALA. The Chair directed the Committee to Doc 20, the ALA Organizational Effectiveness Plan, in the meeting materials. The Organizational Effectiveness Plan lays out some of the larger issues. The Chair called the Committee's attention to the following plans for ALA:

- Focus on Investment Budget for ALA
- The plan to address ALA information technology deficit
- Advocacy - Strengthening in advocacy areas
 - Working with chapters
 - Strengthen at Federal level
- Development – Donor relations and strengthened staffing

6.0 ALA BARC Liaison (Maggie Farrell)

BARC's liaison to ACRL, Maggie Farrell, provided the Committee with relevant updates on the ALA budget and an opportunity for discussion. Farrell made the following points:

- Assumptions that were developed in the fall remain strong.
- ALA should have a balanced budget in 2022.
- The overhead rate will remain flat at 26.5%.
- ALA is moving away from the income ceiling approach used in previous year's budgets. The annual income estimate includes all of the net assets for ALA. Annual estimated income has been around since 1991.
- ALA is looking at strategic investments. To finance investments, ALA is looking at revenue that's coming in and assets that are available.

7.0 Governance and Financial Changes

The Committee members had questions about ALA's share of the Long-Term Investment and how ALA would pay for the IT plan. The Chair raised the concern of financially strong divisions of ALA subsidizing, directly or indirectly, some of the smaller, fiscally weak divisions. The Chair also called the Committee's attention to the issue of the operating agreement that has been in place for years. Reorganization of ALA may well lead to renegotiating the operating agreement. The process for renegotiating the operating agreement will be critical for ACRL, as well as for other divisions. The treatment of CHOICE and the reduced overhead that CHOICE pays is also an issue of concern for the Committee. CHOICE receives significantly fewer central services from ALA than other publishing units and should not be subject to the full overhead rate. A Committee member also raised the issue of a change to ALA's e-learning platform and that if the change is poorly executed, it could have serious effects on ACRL and CHOICE.

8.0 Dues Review and recommendation to Board (Lehner)

9.1 Regular Membership Dues

The Committee discussed the increase in the Higher Education Price Index and the potential increase in dues by \$2.00. A motion was made, seconded, and carried recommending the \$2.00 dues increase to the Board of Directors.

9.2 Student dues rate impact on membership

Petrowski presented a report on the impact of the steeply discounted student membership rate. Student membership has increased by 37% since the discounted rate went into effect.

9.0 Review FY18 YTD budget (Lehner)

The Committee reviewed revenues and expenditures year-to-date and the variance from the FY18 ACRL budget.

10.0 Budget recommendation preparation (Lehner)

The Committee reviewed the previously prepared FY19 ACRL budget and changes to it that had been made since the Midwinter Conference. The Committee discussed and supported the request for \$10,000 of additional funding for ALA President Jim Neal's Policy Corps.

11.0 Review of next steps and Monday agenda (Lehner)

The Chair reminded the Committee that it would vote on recommending the FY19 ACRL budget at its meeting on Monday.

The Chair adjourned the meeting.

Recorder: Fannie M. Cox

Association of College and Research Libraries

Budget & Finance Committee

Meeting II Notes

ALA 2018 Annual Conference

June 25, 2018

8:00 to 11:30 am

12.0 Welcome

The Chair convened the meeting.

13.0 OpenChoice

Mark Cummings gave an overview of progress on Open Choice. The database which will contain reviews on open access educational materials is currently being populated. A review template has been created, and the effort will be to promote Open Choice as the reviewing and linking site for open source materials for faculty. Earlier this year, one university system asked for an RFP to test OpenChoice, which can be seen as a validation of the concept of open pedagogy

14.0 CHOICE budget

14.1 FY 18 YTD budget overview

14.2 FY 19 CHOICE budget

14.3 Update on funding CHOICE OER initiative

Charleston Advisor is off to a slow start but will add California Electronic Library consortium. CHOICE is working with Lyris and Ebsco to promote marketing for Charleston Advisor. There will be bundling of Charleston Advisor with Choice Reviews. Resources for College Libraries are flat. The number of webinars is down this year, but the use statistics are still good. Print ads in CHOICE are down 20% this year, but CHOICE is doing well with controlling expenses.

Cummings anticipates the CHOICE budget being in the black by about \$80,000. Issues involving the capitalization of OpenChoice will cover 3 years, in addition to savings. Royalties will remain flat – ProQuest has reduced royalties for Books in Print. Choice has been consistent in terms of revenue. An increase in webinars in 2019 is anticipated. The mobile app for CHOICE Reviews has not been successful, and will be discontinued. Podcasts are being streamed to 15,000 individuals. There has been an increase in Choice Reviews advertising revenue.

Once we begin to build out the OpenChoice system the production budget will increase and will be greater than shown in the present budget. ACRL will contribute \$350,000 each year for two years in exchange for CHOICE transferring \$350,000 each year from its LTI to the ACRL LTI.

15.0 FY 19 Budget Recommendation

The Chair gave a brief overview of the proposed FY 19 ACRL budget. Lehner explained that was planned to reduce the net asset balance to approximately \$2.1 million. There was discussion regarding proposed budget with the proposed dues increase. Roca moved to recommend the

proposed budget to the ACRL Board and Moncik seconded. The motion to recommend the budget carried.

16.0 Dashboard Metrics Review

Following discussion, the committee requested student membership be reported as a distinct category of membership on the dashboard. This will help the Committee and the ACRL Board track the impact of new deeply discounted student membership dues.

17.0 ACRL Infographic

The Committee reviewed 3 versions of the new ACRL infographic on expenditures that was developed by Rennick and student employee at BYU. The infographic demonstrates to the membership how ACRL is spending its money. Davis noted that it covers 4 years of expenditures. Merriman asks if is possible in the future to be able to drill down into the figures by creating an interactive infographic. The committee recommended the adoption of version C of the infographic.

18.0 ACRL Development

Petrowski reported on fundraising activities. Scholarship fundraising for the 2019 conference is at 75% of its target. A donor provided a matching grant opportunity up to \$10,000 and ACRL was successful in raising that amount, and so received an additional \$10,000. So far, fundraising through the ACRL Colleagues program for the 2019 conference in Cleveland has raised \$300,000. The initial goal was \$250,000. Consideration is being given to raise the target to \$330,000.

19.0 B&F Annual Work Plan

Allen, the incoming chair, will complete the next work plan. Lehner notes that many of the items in the work plan are repeated annually and just need to be updated. The expenditures infographic can now come off of the work plan. Lehner will prepare the annual report that will be published in the December issue of C&RL News. It was suggested that monitoring the work of the ALA Steering Committee for Organizational Structure and Governance Review be included in the work plan.

20.0 Midwinter 2019 Meeting with the Board

Concern was raised about the composition of the Steering Committee for ALA's reorganization. The committee does not have a representative from ACRL sitting on it. The reorganization may require re-opening the operating agreement, which will have a financial impact on all divisions. Concern was expressed regarding the composition of the steering committee, and whether it adequately covers the principles of equality, diversity and inclusion. It was suggested that the Committee express its concerns to the Board about ACRL not having a representative on the Steering Committee. Concern was also expressed about future changes affecting the Midwinter meeting.

21.0 Unfinished business/new business

21.1 Fall Budget & Finance Committee New Member Orientation

The date for this will be established later this summer.

21.2 FY20 Budget Assumptions draft

This goes to the Board in the fall after review by the Committee. Traditionally the staff have distributed the assumptions document in October – because of changes in schedules it appears that it may be between September and Thanksgiving.

21.3 FY 18 Annual Report (due late October 2018)

Lehner will prepare and submit the report for inclusion in the December edition of C&RL News.

22.0 Recognition of outgoing Budget & Finance Members

John Lehner (Chair), Joan Roca, and Theresa Stanley have reached the end of their terms on the Committee. Thanks was expressed for their service.

Recorders: Rickey Best, Marla Peppers

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

Committee

Committee Name: Budget & Finance Committee

Charge/Tasks:

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

Committee leadership

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

Submission information

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

2016–17 Year-end Committee Report

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

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

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

How did you go about getting them done?

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

What were the relevant results for your projects?

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

Are any 2016–17 projects ongoing?

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

What worked well?

- The Executive Director, Associate Director, and other members of the staff provided superior support to the Committee.

- Use of conference calls and online sessions to conduct routine business and orientations.

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

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

2018–19 Committee Work Plan

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

Activity/Project Name and brief description: **Develop and recommend budget for FY 2020 to the ACRL Board of Directors**

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

Value of Academic Libraries

Objective: 1 2 3 4

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

Student Learning

Objectives: 1 2 3 4

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

Research and Scholarly Environment

Objectives: 1 2 3 4

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

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

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

Timeline:

continuous project assigned in charge

short-term project that will be completed this membership year

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

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

Specific Action	Due Date	Party Responsible	Resources Needed <i>(e.g., financial*, technology, staff support)</i>
Budget assumptions reviewed and discussed by Budget and Finance Committee	Mid to late October 2018	B & F Committee, Executive Director, Staff Liaison	Staff support
Draft of FY 2019 budget reviewed at ALA Midwinter Meeting	January 2019	B & F Committee, Executive Director, Staff Liaison	Staff support
Final review of draft budget and vote by the Committee to recommend a budget to the ACRL Board of Directors	June 2019	B & F Committee, Executive Director, Staff Liaison	Staff support

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

Proposed budget presented to the ACRL Board of Directors.

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

2018–2019 Committee Work Plan

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

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

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

Value of Academic Libraries

Objective: 1 2 3 4

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

Student Learning

Objectives: 1 2 3 4

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

Research and Scholarly Environment

Objectives: 1 2 3 4

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

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

Description of connection to specific area: Budget

Timeline:

continuous project assigned in charge

short-term project that will be completed this membership year

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

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

Specific Action	Due Date	Party Responsible	Resources Needed <i>(e.g., financial*, technology, staff support)</i>
Review and discuss Choice financial data at ALA Midwinter and Annual	January 2019 June 2019	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff support
Discuss new products and potential revenue streams for Choice at ALA Midwinter and Annual	January 2019; June 2019	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff support

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

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

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

2018–2019 Committee Work Plan

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

Activity/Project Name and brief description: Continued evaluation of dashboard tool.															
Select the <i>single</i> best connection to the ACRL Plan for Excellence and provide a brief sentence connecting your project to the Plan.															
<input type="checkbox"/> Value of Academic Libraries Objective: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <i>Description of connection to specific objective:</i> A sentence is suggested.															
<input type="checkbox"/> Student Learning Objectives: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <i>Description of connection to specific objective:</i> A sentence is suggested.															
<input type="checkbox"/> Research and Scholarly Environment Objectives: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <i>Description of connection to specific objective:</i> A sentence is suggested.															
<input checked="" type="checkbox"/> Supports the programs and services that target education, advocacy, publications, or member engagement. <i>Description of connection to specific area:</i> Budget and membership															
Timeline: <input type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past this membership year (expected completion date: _____) <i>Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.</i>															
Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)															
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e1f5fe;"> <th style="text-align: center;">Specific Action</th> <th style="text-align: center;">Due Date</th> <th style="text-align: center;">Party Responsible</th> <th style="text-align: center;">Resources Needed (e.g., financial*, technology, staff support)</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Continue to monitor the current dashboard model</td> <td style="padding: 5px;">Throughout the year</td> <td style="padding: 5px;">B & F Committee, Executive Director, Staff Liaison</td> <td style="padding: 5px;">Staff support</td> </tr> <tr> <td style="padding: 5px;">Consider potential modifications addressing current issues</td> <td style="padding: 5px;">Throughout the year</td> <td style="padding: 5px;">B & F Committee, Executive Director, Staff Liaison</td> <td style="padding: 5px;">Staff support</td> </tr> </tbody> </table>	Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)	Continue to monitor the current dashboard model	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff support	Consider potential modifications addressing current issues	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff support			
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Continue to monitor the current dashboard model	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff support												
Consider potential modifications addressing current issues	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff support												
Assessment: How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)? Evidence of ongoing assessment and development of the dashboard tool.															

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

2018–2019 Committee Work Plan

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

Activity/Project Name and brief description: Review and recommend dues rates for FY 2020 to the ACRL Board of Directors

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

Value of Academic Libraries

Objective: 1 2 3 4

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Objectives: 1 2 3 4

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

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

Description of connection to specific area: Budget and membership.

Timeline:

continuous project assigned in charge

short-term project that will be completed this membership year

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

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

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

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

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

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

2018–2019 Committee Work Plan

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

Activity/Project Name and brief description: Friends' disbursements and fundraising activities			
Select the <i>single</i> best connection to the ACRL Plan for Excellence and provide a brief sentence connecting your project to the Plan.			
<input type="checkbox"/> Value of Academic Libraries Objective: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <i>Description of connection to specific objective:</i> A sentence is suggested.			
<input type="checkbox"/> Student Learning Objectives: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <i>Description of connection to specific objective:</i> A sentence is suggested.			
<input type="checkbox"/> Research and Scholarly Environment Objectives: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <i>Description of connection to specific objective:</i> A sentence is suggested.			
<input checked="" type="checkbox"/> Supports the programs and services that target education, advocacy, publications, or member engagement. <i>Description of connection to specific area:</i> Budget			
Timeline: <input type="checkbox"/> continuous project assigned in charge <input checked="" type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past this membership year (expected completion date: _____) <i>Note: Multi-year strategic goal area projects are tracked in a multi-year planning grid. Expect your staff liaison to follow-up with questions to add this project to ACRL's multi-year planning grid which is reviewed by the Board at its fall Strategic Planning Session and referenced for budget preparation.</i>			
Outline the steps and intermediate deadlines planned to complete the project. (add rows as needed)			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Advise the Board on Friends Funds and fundraising activities	Through the year	Executive Director, B & F Committee	Staff support
Advise the Board on the ACRL 2019 Conference Scholarship Campaign	Through the year	Executive Director, B & F Committee	Staff support
Assessment: How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)? The key indicator will be the level of giving that is achieved in the Scholarship Campaign and in other categories.			

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

2018–2019 Committee Work Plan

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

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

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

Value of Academic Libraries

Objective: 1 2 3 4

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

Student Learning

Objectives: 1 2 3 4

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

Research and Scholarly Environment

Objectives: 1 2 3 4

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

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

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

Timeline:

continuous project assigned in charge

short-term project that will be completed this membership year

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

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

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

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

Presentation of recommendation on transfers to the Board of Directors.

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

2018–2019 Committee Work Plan

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

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

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

Value of Academic Libraries

Objective: 1 2 3 4

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

Student Learning

Objectives: 1 2 3 4

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

Research and Scholarly Environment

Objectives: 1 2 3 4

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

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

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

Timeline:

continuous project assigned in charge

short-term project that will be completed this membership year

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

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

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

Hold orientation for new Board of Directors members	SPOS (September 2018)	B & F Chair, Staff Liaison, Executive Director	Staff support
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Assessment: How will success be measured? (e.g., what indicators will be used, what tools will be used to collect data, and what targets will indicate success)?

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

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

2018–2019 Committee Work Plan

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

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

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

Value of Academic Libraries

Objective: 1 2 3 4

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

Student Learning

Objectives: 1 2 3 4

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

Research and Scholarly Environment

Objectives: 1 2 3 4

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

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

Description of connection to specific area: Budget and membership.

Timeline:

continuous project assigned in charge

short-term project that will be completed this membership year

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

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

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

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

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

2018-2019 Committee Work Plan

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

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

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

Value of Academic Libraries

Objective: 1 2 3 4

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

Student Learning

Objectives: 1 2 3 4

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

Research and Scholarly Environment

Objectives: 1 2 3 4

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

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

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

Timeline:

continuous project assigned in charge

short-term project that will be completed this membership year

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

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

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial*, technology, staff support)
Review response (if any) to info-graphic to show how ACRL uses dues and other income	Continued review ALA Midwinter 2019	B&F Committee, Chair, ACRL staff	Staff support

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

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

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

Financial Report

John A. Lehner

Budget & Finance Committee Chair



I am very pleased to report that ACRL finished fiscal year 2018 (FY18) in excellent financial condition. The ACRL Board of Directors, Budget & Finance Committee, and executive director worked collaboratively to ensure the sound financial condition of the association. ACRL's staff and member leaders have focused on fiscal sustainability, membership development, and services to members over the course of FY18, as well as advancing the initiatives of the Plan for Excellence.

This report gives an overview of ACRL's finances and continues the effort of the last several years to present a streamlined report. For those who are interested in greater detail, and to ensure transparency in financial operations, detailed spreadsheets for FY18 are available in the online supplement to the Annual Report on the *C&RL News* website at <http://crln.acrl.org>.

In our ongoing efforts to make ACRL's finances understandable and accessible to members, the Budget & Finance Committee has developed a simple graphic presentation of ACRL's expenditures. I am pleased to share this new infographic, ACRL Working for You, in this report. This infographic presents the average of the last four years of expenditures, to account for the variations between the alternating ACRL conference years and non-conference years. The infographic is available on page 671.

FY18 ACRL Budgetary Performance:

A Fiscal Year-End Summary as of August 31, 2018

The ACRL fiscal year is September 1 through August 31. The biennial ACRL Conference has significant revenue impacts that are reflected in the budget reports for conference years. The ACRL budget for non-conference years is compared to the last non-conference year in budget reporting. FY18 was a non-conference year and is therefore compared to FY16. The FY18 budget for ACRL was planned to spend down available reserve funds. In addition, conference expenditures for FY19 were incurred, although conference revenue is not realized until the year of the conference. As the summary display on page 670 shows, ACRL's performance was notably better than planned, with revenues higher and expenses lower than budget. Although a significant spend down of reserve funds was accomplished, there was a positive variance from the ACRL budget of \$293,603.

Expenses and revenues for Choice are reported separately and are compared to the immediately preceding year, in this case, FY17. The Choice budget was also planned to spend down available reserve funds. Choice revenues were lower than budget in FY18, but the effects of lower revenues were somewhat offset by expenses being lower than budget. Choice's negative net revenue was \$55,916 greater than planned.

Financial Report

ACRL TOTAL	FY2018 ACTUAL	FY2018 BUDGET	VARIANCE	FY2016 ACTUAL	VARIANCE FY16 to FY18
Revenues	\$2,693,458	\$2,500,543	\$192,915	\$2,616,463	\$76,995
Expenses	\$3,425,025	\$3,525,712	(\$100,687)	\$2,979,193	\$445,832
NET REVENUE	(\$731,567)	(\$1,025,170)	\$293,603	(\$362,730)	(\$368,837)

CHOICE TOTAL	FY2018 ACTUAL	FY2018 BUDGET	VARIANCE	FY2017 ACTUAL	VARIANCE FY17 to FY18
Revenues	\$2,813,283	\$2,970,365	(\$157,082)	\$2,940,494	(\$127,211)
Expenses	\$2,938,558	\$3,039,724	(\$101,166)	\$3,055,258	(\$116,700)
NET REVENUE	(\$125,275)	(\$69,359)	(\$55,916)	(\$114,764)	(\$10,511)

NOTE: Figures provided are based on unaudited FY18 closing report, as of October 23, 2018.

ACRL Revenues

ACRL revenues were nearly 8% above budget and totaled \$2,693,458. Significant drivers of revenue were *ACRL Metrics*, book sales, ACRL licensed workshops, classified advertising, and e-learning (webcasts).

Membership dues are an important revenue stream for ACRL and contributed gross revenues of \$609,906. The revenue from membership was 4% below budget, but this is at least in part due to the major reduction in student dues that the Board of Directors approved at the 2017 ALA Annual Conference. This reduction in annual student membership dues to \$5.00 caused a decrease in dues revenue. This reduction in dues was pursued as a strategy to build membership by trying to engage more individuals during their library/information science graduate studies. The initial results suggest that student membership has increased significantly.

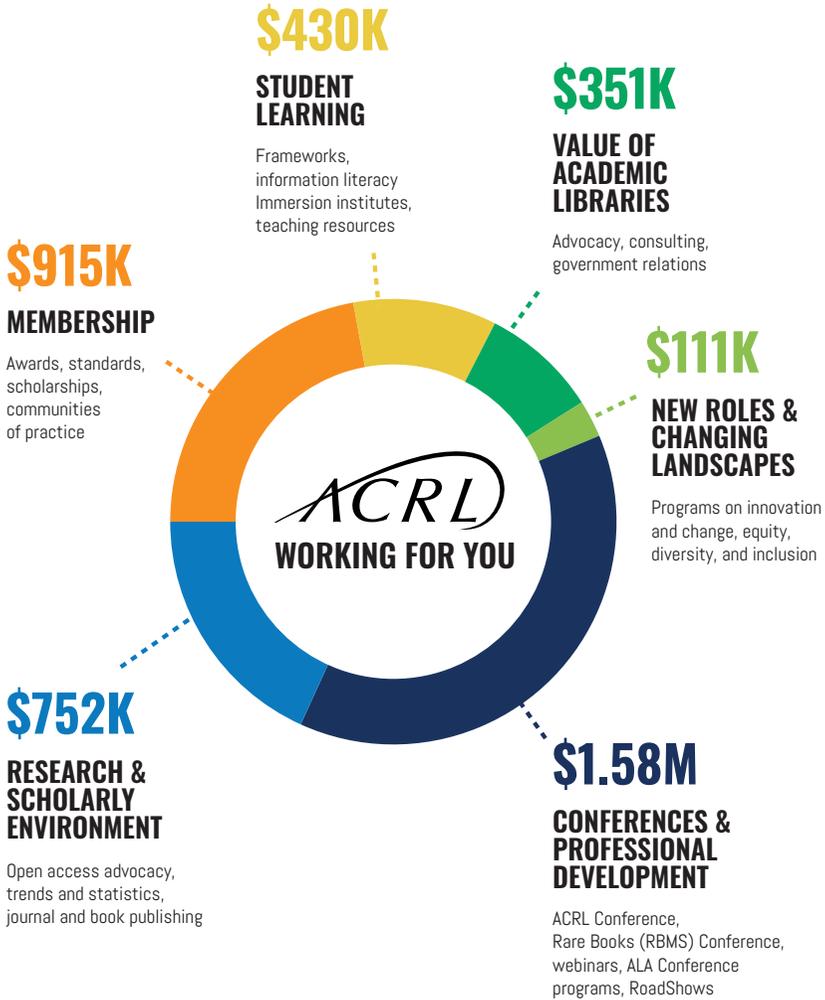
ACRL Expenses

ACRL expenses, without Choice, were 3% below budget and totaled \$3,425,025. Savings occurred in a number of areas, including professional services, conference related, and publishing related. Some of the savings are also due to some projects that were not completed within FY18 and final bills for them will be paid in FY19. These items include digitization of *C&RL News* backfiles and the final payment for a study undertaken by Project Information Literacy for ACRL.

ACRL Net Asset Balance

ACRL's operating reserve, or net asset balance was purposely reduced by approximately \$1.25 million. This reduction in the net asset balance was undertaken after careful consideration of the appropriate level for the operating reserve by the Budget & Finance Committee and the Board of Directors. This reduction was accomplished in several ways. Additional funds were directed into member services. In addition, \$525,000 was approved by the Board for Choice's new product initiatives. \$350,000 of this funding was in the form of a swap of \$350,000 of Choice's Long Term Investment (LTI) to ACRL in return for \$350,000 of ACRL's operating reserve to Choice.

Financial Report



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

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



Financial Report

Long-Term Investment (LTI)

ACRL's LTI increased \$776,761 including the above mentioned \$350,000 swap with Choice. At the close of FY18 the LTI stood at \$4,956,785. This figure represents ACRL's share of what is sometimes called the ALA Endowment. Like an endowment, the LTI provides a regular stream of income to ACRL. Building the LTI helps assure a solid financial future for ACRL.

The Future

The ACRL 2019 Conference and other professional development offerings will clearly continue to be vitally important revenue streams. It is important to note that the Board of Directors decided to keep the 2019 conference registration early bird rates for members below \$400 in an effort to make it financially accessible. As inflationary pressures increase, future conferences may require a higher registration cost.

ACRL will continue to look for ways to develop new revenue sources and diversify revenue sources to ensure the future of the organization. The Board of Directors and Budget & Finance Committee will continue to consider programs and services that benefit members and further strategic initiatives while maintaining an appropriate reserve.

CHOICE

Choice finished FY18 with revenues of \$2,813,283 and expenses of \$2,938,558. Revenues were \$157,082 less than budget and expenses were \$101,166 less than budget. This resulted in a fairly modest variance in net revenue of (\$55,916) from the budget.

Choice has continued to focus on developing new product lines. In September 2017, ccAdvisor (CCA), was launched as a collaborative venture with The Charleston Company. Although a successful launch, CCA has depended on consortial subscriptions at deep discounts. There will be an increased focus on single-site sales and preliminary discussions have begun with outside sales agencies to increase subscriptions both domestically and overseas.

Choice continues its development efforts on several new products. The previously mentioned swap of Choice's LTI for operating reserve funds from ACRL was undertaken to ensure sufficient funding for development of new products that serve the academic library community.

Choice ended the fiscal year with its LTI at \$572,349, lower than last year because of the transfer of LTI funds to ACRL. Choice's year end operating reserve was slightly below budget (-1.87%), but still strong at \$2,933,020.

About the 2018 Annual Report cover

The cover of the 2018 Annual Report features a bar graph representing the areas of focus in the new ACRL Working for You infographic. The infographic shows the areas where ACRL invests funds to support the profession. The full infographic is available on page 671 of the Annual Report.



Financial Report

Budget & Finance Committee, 2017–2018

John A. Lehner, *University of Houston, chair*
 Tara Baillargeon, *Marquette University*
 Rickey D. Best, *Auburn University at Montgomery*
 Fannie M. Cox, *University of Louisville*
 Georgie Lynn Donovan, *William & Mary*
 Alexia Hudson-Ward, *Oberlin College*
 Kevin Wade Merriman, *Yale University*
 Joe Mocnik, *North Dakota State University*
 Marla E. Peppers, *California State University–Los Angeles*
 Brian Rennick, *Brigham Young University*
 Joan Roca, *Minnesota State University–Mankato*
 Theresa C. Stanley, *Pima Community College*
 Lauren Pressley, *University of Washington Tacoma, ex-officio*
 Mary Ellen K. Davis, *ACRL/ALA, ex-officio*
 Allison Payne, *ACRL/ALA, staff liaison*

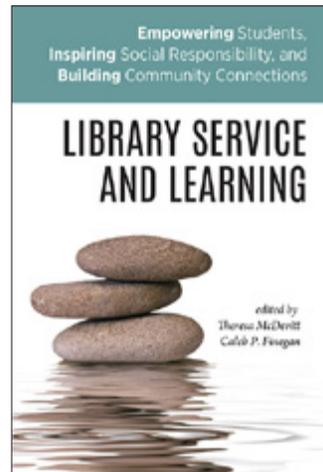
NEW FROM ACRL PRESS

Library Service and Learning: Empowering Students, Inspiring Social Responsibility, and Building Community Connections

edited by
 Theresa McDevitt and Caleb P. Finegan



Available in the ALA Store at
<http://www.alastore.ala.org>



	A	I	J	K	L	M	N	O
1	10/25/2018 8:36	FY 2018	FY 2018	\$ Variance	% Variance	FY 2016	\$ Difference	% Difference
2	Sources of Revenue	Budget	Actual	From	From	Actual	From Last	From Last
3				Budget	Budget		Year Actual	Year Actual
4	BEGINNING RESERVE LEVELS:							
5	*Reserve Sept. 1: ACRL Op. Reserve Fund	\$4,687,947	\$4,687,947	\$0	0.00%	\$5,002,115	(\$314,168)	-6.28%
6	Reserve Sept. 1: ACRL LTI Fund (inc. awards)	\$4,180,025	\$4,180,025	\$0	0.00%	\$3,127,525	\$1,052,500	33.65%
7	Reserve Sept. 1: CHOICE Fund	\$2,533,295	\$2,533,295	\$0	0.00%	\$2,648,059	(\$114,764)	-4.33%
8	Reserve Sept. 1: CHOICE LTI Fund	\$880,575	\$880,575	\$0	0.00%	\$849,197	\$31,378	3.70%
9								
10	Subtotal	\$12,281,842	\$12,281,842	\$0	0.00%	\$11,626,896	\$654,946	5.63%
11	ACRL LTI Net Interest (not inc. awards)	\$424,411	\$753,550	\$329,139	77.55%	\$429,605	\$323,945	75.41%
12								
13	MEMBERSHIP DUES AND OTHER							
14	Dues	\$634,581	\$609,906	(\$24,675)	-3.89%	\$638,368	(\$28,462)	-4.46%
15	Standards & Licensing Fees	\$105,000	\$56,704	(\$48,296)	-46.00%	\$90,859	(\$34,155)	-37.59%
16	Misc. Donations	\$0	\$0	\$0	N/A	\$1,000	(\$1,000)	N/A
17	Awards	\$15,300	\$17,450	\$2,150	14.05%	\$16,300	\$1,150	N/A
18	Special Events	\$12,500	\$31,282	\$18,782	150.25%	\$20,966	\$10,316	49.20%
19								
20	Subtotal	\$767,381	\$715,342	(\$52,039)	-6.78%	\$767,493	(\$52,151)	-6.79%
21								
22	PUBLICATIONS							
23	CHOICE	\$2,970,365	\$2,813,283	(\$157,082)	-5.29%	\$2,940,494	(\$127,211)	-4.33%
24	C&RL	\$20,186	\$14,758	(\$5,428)	-26.89%	\$17,531	(\$2,773)	-15.82%
25	C&RL News	\$589,922	\$569,964	(\$19,958)	-3.38%	\$523,076	\$46,888	8.96%
26	RBM	\$30,491	\$22,871	(\$7,620)	-24.99%	\$37,831	(\$14,960)	-3.99%
27	Nonperiodical Publications	\$361,338	\$388,475	\$27,137	7.51%	\$374,752	\$13,723	12.11%
28	Library Statistics	\$121,061	\$125,347	\$4,286	3.54%	\$113,360	\$11,987	10.57%
29								
30	Subtotal	\$4,093,363	\$3,934,697	(\$158,666)	-3.88%	\$4,007,044	(\$72,347)	-1.81%
31								
32	EDUCATION							
33	*Institutes	\$216,790	\$232,048	\$15,258	7.04%	\$344,038	(\$111,990)	-32.55%
34	ACRL Conference	(\$30,000)	\$38,910	\$68,910	-229.70%	(\$23,000)	\$61,910	-269.17%
35	Pre-Conferences & Workshops	\$306,744	\$448,527	\$141,783	N/A	\$281,374	\$167,153	N/A
36	Annual Conference Programs	\$16,000	\$15,800	(\$200)	N/A	\$15,200	\$600	N/A
37	Web-CE	\$100,630	\$121,416	\$20,786	20.66%	\$164,808	(\$43,392)	-26.33%
38								
39	Subtotal	\$610,164	\$856,701	\$246,537	40.41%	\$782,420	\$74,281	9.49%
40								
41	FUNDED PROJECTS							
42	IMLS Grant (47) - Restricted	\$0	\$0	\$0	N/A	\$8,587	(\$8,587)	N/A
43	IMLS Cost Share	\$0	\$0	\$0	N/A	\$0	\$0	N/A
44	SPECIAL PROGRAMS							
45	Friends of ACRL—Restricted	\$0	(\$9,737)	(\$9,737)	N/A	\$38	(\$9,775)	N/A
46	Friends of ACRL—Operating	\$0	\$0	\$0	N/A	\$0	\$0	N/A
47								
48								
49	TOTAL REVENUE	\$5,470,908	\$5,506,741	\$35,833	0.65%	\$5,556,957	(\$50,216)	-0.90%
50	CHOICE REVENUE	\$2,970,365	\$2,813,283	(\$157,082)	-5.29%	\$2,940,494	(\$127,211)	-4.33%
51								
52	TOTAL REV. W/O CHOICE	\$2,500,543	\$2,693,458	\$192,916	7.71%	\$2,616,463	\$76,995	2.94%
53								
54	TOTAL REV. W/O CHOICE or ACRL Conf.	\$2,530,543	\$2,654,548	\$124,006	4.90%	\$2,639,463	\$15,085	0.57%

	A	I	J	K	L	M	N	O
		FY 2018	FY 2018	\$ Variance	% Variance	FY 2016	\$ Difference	% Difference
57	OBJECT OF EXPENSE	Budget	Actual	From	From	Actual	From Last	From Last
58	MEMBERSHIP ACTIVITIES			Budget	Budget		Year Actual	Year Actual
59	Membership Services*	\$240,149	\$200,336	(\$39,813)	-16.58%	\$178,523	\$21,813	12.22%
60	Exec. Cttee. & Board	\$297,403	\$212,181	(\$85,222)	-28.66%	\$215,838	(\$3,657)	-1.69%
61	Advisory	\$81,880	\$100,632	\$18,752	22.90%	\$58,191	\$42,441	72.93%
62	Standards	\$10,739	\$15,293	\$4,554	42.41%	\$13,059	\$2,234	17.11%
63	Awards	\$50,794	\$47,571	(\$3,223)	N/A	\$43,133	\$4,438	N/A
64	Chapters	\$23,717	\$27,541	\$3,824	16.12%	\$16,278	\$11,263	69.19%
65	Committees	\$162,373	\$153,752	(\$8,621)	-5.31%	\$125,106	\$28,646	22.90%
66	Sections	\$140,446	\$128,865	(\$11,581)	-8.25%	\$123,051	\$5,814	4.73%
67	C&RL Over Revenue	\$0	\$0	\$0	N/A	\$48,271	(\$48,271)	-100.00%
68	C&RL News Over Revenue	\$0	\$0	\$0	N/A	\$0	\$0	N/A
69	Liaisons to Higher Ed. Organizations	\$71,265	\$43,951	(\$27,314)	-38.33%	\$59,040	(\$15,089)	-25.56%
70	Special Events	\$26,345	\$36,513	\$10,168	38.59%	\$23,167	\$13,346	N/A
71	Information Literacy	\$98,102	\$37,333	(\$60,769)	-61.94%	\$69,517	(\$32,184)	-46.30%
72	Scholarly Communications	\$106,547	\$119,856	\$13,309	12.49%	\$89,076	\$30,780	34.55%
73	Value of Academic Libraries	\$95,372	\$167,758	(\$134)	N/A	\$109,902	(\$53,234)	-48.44%
74	Government Relations	\$56,802	\$56,668	\$14,845	26.13%	\$23,139	\$17,706	N/A
75	Scholarships	\$26,000	\$40,845	\$14,845	N/A	\$27,315	\$13,530	N/A
76	Annual Conference Programs	\$70,822	\$35,012	(\$35,810)	N/A	\$42,725	(\$7,713)	N/A
77	Diversity Alliance	\$7,976	\$32,770	\$24,794	N/A	N/A	N/A	N/A
78	New Roles Changing Landscapes	\$14,160	\$13,896	(\$264)	N/A	N/A	N/A	N/A
79	Subtotal	\$1,580,892	\$1,470,772	(\$110,120)	-6.97%	\$1,265,331	\$205,441	16.24%
80								
81	SPECIAL PROJECTS							
82	Friends of ACRL—Restricted	\$0	(\$9,737)	(\$9,737)	N/A	\$0	(\$9,737)	N/A
83	Friends of ACRL—Operating	\$54,090	\$65,357	\$11,267	20.83%	\$36,380	\$28,977	79.65%
84								
85								
86	Subtotal	\$54,090	\$55,620	\$1,530	2.83%	\$36,380	\$19,240	52.89%
87								
88	PUBLICATIONS							
89	CHOICE	\$3,039,724	\$2,938,558	(\$101,166)	-3.33%	\$3,055,258	(\$116,700)	-3.82%
90	C&RL	\$65,229	\$53,352	(\$11,877)	-18.21%	\$17,531	\$35,821	204.33%
91	C&RL News	\$639,991	\$487,139	(\$152,852)	-23.88%	\$424,675	\$62,464	14.71%
92	RBM	\$28,477	\$21,400	(\$7,077)	-24.85%	\$36,592	(\$15,192)	-41.52%
93	Nonperiodical Publications	\$284,791	\$330,329	\$45,538	15.99%	\$289,149	\$41,180	14.24%
94	Library Statistics	\$94,568	\$70,310	(\$24,258)	-25.65%	\$85,675	(\$15,365)	-17.93%
95								
96	Subtotal	\$4,152,780	\$3,901,088	(\$251,692)	-6.06%	\$3,908,880	(\$7,792)	-0.20%
97								
98	EDUCATION							
99	Institutes	\$214,619	\$222,813	\$8,194	3.82%	\$317,591	(\$94,778)	-29.84%
100	ACRL Conference	\$232,437	\$239,251	\$6,814	2.93%	\$214,672	\$24,579	11.45%
101	Pre-Conf & Workshops	\$303,258	\$388,225	\$84,967	28.02%	\$199,903	\$188,322	94.21%
102	Web-CE	\$77,146	\$76,078	(\$1,068)	-1.38%	\$90,401	(\$14,323)	-15.84%
103								
104	Subtotal	\$827,460	\$926,366	\$98,906	11.95%	\$822,567	\$103,799	12.62%
105								
106	FUNDED PROJECTS							
107	IMLS Grant Cost Share (12) - Operating	\$0	\$0	\$0	N/A	\$1,293	(\$1,293)	-100.00%
108	IMLS Grant (47) - Restricted	\$0	\$0	\$0	N/A	\$8,587	(\$8,587)	-100.00%
109								
110	**UNALLOCATED ADMIN. EXPENSES**	(\$49,786)	\$0	\$49,786	n/a	\$0	\$0	N/A
111	TOTAL EXPENSES	\$6,565,436	\$6,363,582	(\$201,854)	-3.07%	\$6,034,451	\$329,131	5.45%
112	CHOICE EXPENSES	\$3,039,724	\$2,938,558	(\$101,166)	-3.33%	\$3,055,258	(\$116,700)	-3.82%
113								
114	TOTAL EXP. W/O CHOICE	\$3,525,712	\$3,425,025	(\$100,687)	-2.86%	\$2,979,193	\$445,832	14.96%
115		0.00						
116	TOTAL EXP. W/O CHOICE or ACRL Conf.	\$3,293,275	\$3,185,774	(\$107,502)	-3.26%	\$2,764,521	\$421,253	15.24%

	A	I	J	K	L	M	N	O
117								
118		FY 2018	FY 2018	\$ Variance	% Variance	FY 2016	\$ Difference	% Difference
119	NET REVENUE & FUND BALANCES	Budget	Actual	From	From	Actual	From Last	From Last
120				Budget	Budget		Year Actual	Year Actual
121	Net W/O CHOICE	(\$1,025,170)	(\$731,567)	\$293,603	28.64%	(\$362,730)	(\$368,837)	101.68%
122	CHOICE Net	(\$69,359)	(\$125,275)	(\$55,916)	-80.62%	(\$114,765)	(\$10,510)	9.16%
123	Change to CHOICE LTI Fund	(\$350,000)	(\$308,226)	\$41,774	N/A	\$878	N/A	N/A
124	Transfer from ACRL Operating to Choice Operating	\$525,000	\$525,000			(\$250,000)		
125	CHOICE Ending Operating Balance	\$2,988,937	\$2,933,020	(\$55,916)	-1.87%	\$2,533,294	\$399,726	15.78%
126	Added to ACRL LTI Fund (inc. appreciation & Choice LTI transfer)	\$350,000	\$776,761	\$426,761	121.93%	\$440,358	\$336,403	N/A
127	ACRL ending net asset balance	\$3,137,777	\$3,431,380	\$293,603	9.36%	\$4,389,385	(\$958,005)	-21.83%
128	Mandated Operating Reserve	\$933,236	\$933,236	\$0	0.00%	\$863,210	\$70,026	8.11%
129								
130	*Note: Beginning in FY10, the Education category "Professional Development" has been renamed "Institutes" which includes the National Immersion Institute, Regional Immersion Institute, an							
131	** Note: Salaries and operating costs are allocated to each budget project at the end of each fiscal year and are no longer presented as a separate line item.							
132								
133	ENDING RESERVE LEVELS							
134	ACRL Operating Reserve Fund	\$3,137,777	\$3,431,380	\$293,603	9.36%	\$4,389,385	(\$958,005)	-21.83%
135	ACRL LTI Funds (including award endowment)	\$4,530,025	\$4,956,785	\$426,761	9.42%	\$3,567,883	\$1,388,902	38.93%
136	CHOICE Ending Operating Reserve Fund	\$2,988,937	\$2,933,020	(\$55,916)	-1.87%	\$2,533,294	\$399,726	15.78%
137	CHOICE LTI Fund	\$530,575	\$572,349	\$41,774	7.87%	\$850,075	(\$277,726)	-32.67%
138								
139								
140	DEFINITIONS							
141	Lines 5 and 7	represent the total net cash balance of ACRL and CHOICE as of September 1, the beginning of the fiscal year; and the projected net worth for the budgeted						
142		years as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.						
143	Lines 6 and 8	represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.						
144	Line 10	the subtotal, represents the total net worth of the four Lines 5-8. The totals shown on the line are not reflected any other place in the budget.						
145	Line 14	is the total dues revenue in project 3200 Membership.						
146	Line 33	is the total revenue from the Immersion Institutes.						
147	Line 35	is the total revenue from ACRL pre-conferences, RBMS Conference, & Licensed Workshops						
148	Line 52	represents the total revenue as shown on the subtotal lines for membership dues (Line 20), publications (Line 30), education (Line 39), and special programs						
149		(Friends of ACRL-operating) (Line 46), minus CHOICE revenue (Line 50).						
150	Line 54	shows total ACRL revenue (Line 49) minus revenue generated from ACRL Conferences (Line 34) and CHOICE (Line 50).						
151	Line 99	shows total expense from the Immersion Institutes.						
152	Line 104	shows total expenses from ACRL pre-conferences, RBMS Conference, e-learning, & Licensed Workshops.						
153	Line 111	represents the total expenses shown on subtotal lines for membership activities (Line 79), special projects (Line 86), publications (Line 96), education (Line 104),						
154		funded projects (Line 107), and unallocated administrative expenses (Line 110).						
155	Line 114	shows the total expenses for ACRL and represents the expenses shown on Line 111, total expenses, minus Line 112, CHOICE expenses.						
156	Line 116	shows total ACRL expenses (Line 111) minus ACRL Conference expenses (Line 100) and CHOICE (Line 112).						
157	Line 121	shows net without CHOICE and is equal to the total revenues budgeted on Line 52 less the total expenses budgeted on Line 114.						
158	Line 122	shows the CHOICE net and is equal to the total revenues budgeted on Line 50 less the total expenses budgeted on Line 112.						
159	Line 124	shows funds transferred from ACRL's operating fund balance (Line 126) into CHOICE's long-term investment.						
160	Line 128 - Mandated Operating Reserve	The sum of 25% of the average operating expense Line 114, based on the four most recently completed years.						
161	Line 134	- ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward with						
162		each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 5 operating fund balance plus Line 121 net without CHOICE,						
163		minus Line 124, funds transferred to Choice.						
164	Line 136	- CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.						
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Memo

To: ACRL Board of Directors
 ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: January 4, 2019

Re: 1st Quarter Report, FY 2019

The attached spreadsheet (Doc 9.1) details the performance for the first quarter of FY2019, ending November 30, 2018. An executive summary and highlights of financial performance for ACRL and CHOICE follow.

As a reminder, ACRL’s budget is best considered on a two-year cycle due to the ACRL Conference. Revenues and expenses for the Conference are spread across two years creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the CHOICE budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY17 1st quarter actual so comparisons between two budgets in ACRL conference years can be made.

Executive Summary

ACRL Total	FY19 1st Q Actual	FY19 1st Q Budget	Var.	FY17 1st Q Actual	Var. FY17 to FY19
Revenues	\$549,148	\$547,265	\$1,883	\$461,645	\$87,503
Expenses	\$824,953	\$821,415	\$3,538	\$660,920	\$164,033
NET	(\$275,805)	(\$274,150)	(\$1,655)	(\$199,275)	(\$76,530)

CHOICE Total	FY19 1st Q Actual	FY19 1st Q Budget	Var.	FY18 1st Q Actual	Var. FY18 to FY19
Revenues	\$644,432	\$648,974	(\$4,542)	\$846,677	(\$202,245)
Expenses	\$666,272	\$693,884	(\$27,612)	\$756,872	(\$90,600)
NET	(\$21,840)	(\$44,910)	\$23,070	\$89,805	(\$111,645)

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ACRL's first quarter performance in FY19 was on budget with a variance of just 1%. The bulk of ACRL's revenues and expenses will be reflected in the April 2019 performance report when the ACRL Conference revenues are recognized. While the conference is on track to do well, ACRL is actively investing its net asset balance in member programs and services and has budgeted a large deficit.

ACRL expenses are at budget and minor variances are primarily a reflection of timing. One exception is the final payment for the Project Information Literacy research study on how students consume news, budgeted for FY18, was behind schedule and was paid in FY19 increasing FY19 expenses by \$26,500. Conference expenses are on track to meet budget.

ACRL Revenues

Revenues were spot on with actual revenues of \$549,148 against a budget of \$547,265 or \$1,883 more or 0.34% more than budget. Most revenue streams were at or slightly below budget, and timing of some payments helped us make budget, e.g., the grant payment for the ACLS Fellow's salary was received earlier than budgeted generating an additional \$27,983 in income this quarter.

Here are some highlights of projects generating more gross revenues than budgeted:

- ACRL's Trends & Stats product generated \$4,204 or 17% more than budget but had unexpected expenses to reprint a report.
- ACRL Conference revenues, while deferred until April 2019, are showing positive signs. Registrations are tracking slightly ahead of 2017 and are at 27% of budget. Exhibits are at 89% of budget, and we expect to make budget by conference. Donation pledges have exceeded budget \$73,000.
- Classified ads performed at budget through November 2018 and we have access to receipts data through what will post to our January reports; this newer data indicates performance 7% ahead of budget.

Revenue lines underperforming include:

- Membership continues to struggle; ACRL dues revenue is 1% or \$1,788 less than budget and 52 members dropped ACRL since last year.
- Consulting clients have been fewer than expected and that project is currently \$6,087 or 54% below budget. We are hoping to increase client projects this spring.
- Advertising across products is down about 12%, apart from classified ads which were at budget. However, looking further out gross ad sales are already at 84% of budget bolstered by the ACRL Conference.
- Webinars were \$4,000 or 20% below budget but this may be due to the timing of the offerings; a robust schedule of webinars is planned for the spring/summer which should help us meet budget.
- Licensed workshop (RoadShow) revenues are about \$14,000 less than budgeted, due both to the fluidity of scheduling the workshops, as well as not having a "new" workshop in the lineup. More workshops are, and continue to be, scheduled throughout the rest of the year and we are hopeful we can catch up to budget. This does underscore the need to keep freshening the RoadShow offerings.

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- Book publishing had lower than budgeted print sales and higher than expected ebook sales, coming in at \$94,885 or just 3% or \$3,243 less budget.

ACRL Expenses

Expenses were just 0.43% or \$3,538 more than budget with expenses of \$824,953 against a budget of \$821,415. We did incur an expense of \$26,500 to complete payment for the Project Information Literacy research study on students' consumption of news, which had been budgeted for payment in FY18. As always, we will carefully monitor expenses against budget and expect a big increase in expenses third quarter for the ACRL Conference.

ACRL Net revenue

ACRL ended the first quarter with net expense of -\$275,805 against a budget of -\$274,150 or \$1,655 or 1% more than budgeted.

ACRL LTIs

ACRL's long-term investments lost nearly \$200,000 in value at the close of November 2018. I suspect the losses may be larger as I write this report due to the government shutdown, worries about China's economy and continuing market volatility. ACRL's LTI value was \$4,956,786 on November 1 and closed the month down -\$197,180 ending the quarter with an asset balance of \$4,759,605.

Choice Performance

Choice ended the first quarter of FY19 with a net asset balance of -\$21,839, better than budget by \$23,070. At \$644,434, revenues were virtually even with budget, while expenses were less than budgeted by some \$27,610.

Choice subscriptions. Through the first quarter, revenue for *Choice Reviews* is down approximately 5% over this time last year and 3% (\$5K) below budget, with average monthly circulation lagging about 6% below a year ago. As of this writing, both Choice customer service and our fulfillment agency are continuing their telephone campaigns to contact and reenroll lapsed subscribers.

During this same period magazine subscriptions are holding better than budget by a little over 5% but, as expected, are lagging prior year by about 9% in both revenue and average monthly circulation. *Reviews on Cards* continues its predictable decline, with subscription revenues ahead of budget by over 4%, but still 12% below prior year, and average monthly circulation now at 178 institutions, lagging last year by some 13%.

Overall, Choice core-product (online, magazine, and cards) subscription revenues are running virtually even with budget (in fact, up by \$1,484) but are down almost \$23K (7%) over a year ago. As a mitigating factor, subscription revenue figures for the first quarter are always suspect owing to the timing of renewals. Many subscriptions, particularly those garnered by large agents such as EBSCO, lapse at the end of the calendar year and are submitted in large batches during December and January. Even so, there is a wearisome familiarity to the year-to-date subscription figures.

Advertising and Sponsored Content. Choice advertising and sponsored content is now a multiplatform effort comprising webinars, podcasts, banner and space ads, eblasts, newsletters, and white papers.

Webinars: The Choice-ACRL webinar program is off to a good start, with gross revenue running ahead of budget by \$2.6K. Our seven presentations thus far have attracted over 4,000 registrants and some 1,500 attendees, for an average of 219 attendees per session. Although a seasonable lull will see no webcasts in December and January, full-year bookings are running far ahead of last year, and we already have contracts for \$156,500 for fiscal 2019, as against \$126,500 for all of FY18.

Podcasts: Gross revenue from podcasts stands at \$3,800 through November, ahead of last year by \$800. Looking ahead, we have contracts to record and broadcast five live podcasts at the ACRL conference in April. These five podcasts will generate gross revenue of \$17K for that month. For the full year, we already have contracts totaling \$26,800, or some \$11K more than last year.

Advertisements: Advertising in the traditional sense—space ads in print and banner ads on digital products—are everywhere in decline in our market, and Choice is no exception. Last year saw a precipitous drop in print advertising over the previous year, and this year looks to bring more of the same. Through November we have gross advertising revenues of \$83K for *Choice* magazine, a shortfall of almost \$17K against budget and \$26K below a year ago. Already we are forecasting a full-year

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shortfall to budget of approximately \$50K. At \$6,065, advertising in *Choice Reviews* is similarly down, in this case almost 40% below a year ago. (See the next subsection for a more detailed explanation.)

Newsletters and eblasts: Revenue recorded in project 3913 (*Choice Reviews*) actually derives from three streams: digital ads in *Choice Reviews*, sponsored newsletters, and sponsored eblasts. Because all three of these are delivered digitally, years ago they were lumped together and recorded as “advertising” under a single, digital, project, *Choice Reviews*. Looking at project 3913 advertising revenue today and using our actual earned revenue figures rather than the performance report, first-quarter digital advertising revenue is \$47,600, of which \$6,065 is from banner ads (as above), \$31,250 is from eblasts, and \$10,300 is from newsletters. In other words, of the advertising revenue recorded in project 3913, 87% is from content—eblasts and newsletters—*other than that delivered on Choice Reviews*. What is more, the percentage of 3913 revenue that actually derives from ads on *Choice Reviews* has been dropping steadily over the past few years, from 27% in FY16 to 19% in FY17 to 14% last year to 13% thus far in FY19.

Licensing. Licensing of *Choice reviews* is behind budget by almost \$30K but slightly ahead of this time last year. These differences, however, are largely academic, as the precise timing of payments can vary considerably from one year to the next. This revenue stream is relatively predictable, and we are confident that we will meet or slightly (+5%) exceed budget this year, barring unexpected news. No surprises so far.

Resources for College Libraries. At \$56,905, 1st-quarter RCL subscription revenue is virtually even with this time last year, and it is too soon to tell how sales efforts at ProQuest will fare for the remainder of the fiscal year. These past few months have seen changes in both marketing personnel and project management assigned to RCL at ProQuest. Filling the latter is the new senior director for publishing services, a ProQuest veteran who brings with him the knowledge and connections to drive the initiatives planned and partially executed for RCL by his predecessor, but it remains to be seen how much attention he can and will devote to this relatively minor ProQuest property. Nor are we able to judge yet the impact, if any, of embedding *Syndetics Unbound* content in RCL, the launch of which was delayed at ProQuest until only recently. Here at *Choice*, Anne Doherty and Deb Villavicencio-Eschinger are taking on additional responsibilities for promoting the product and are working with ProQuest staff on another round of product enhancements.

ccAdvisor. ccAdvisor revenues are exactly on budget for the first quarter; the shortfall to prior year is simply a matter of timing, as the prior-year figure includes the entire amount of the consortial subscription from the Center for Research Libraries (CRL), the renewal of which was received in July of this year and is now being recognized over the life of the contract. Year-over-year, the number of subscribing institutions has grown from 255 in November of 2017 to 345 today. CCA advertising is lagging behind this time last year, but full-year bookings currently stand at \$20,140, only \$6K below all of FY18.

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(Also ACRL MW19 Doc 9.0)

Beginning later this month EBSCO will become the exclusive sales agent for institutional subscriptions for the product, and we are hopeful that their large sales force and long experience in this area will result in significant improvements in CCA circulation.

Expenses. For the period, expenses beat budget by \$27,610, 4% below budget and almost 12% below prior year. The biggest gains were in publication-related expenses, over \$23K below budget, and operating expenses, some \$24K below budget. Overall, direct expenses ran 4.77% below budget and about 9% below last year. Savings were widely distributed, with no one or two elements making up the majority of the sums and attesting once again to the budgetary discipline exercised at Choice.

	A	I	J	K	L	M	N	O	P
1	1/17/2019 15:51	FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
2	Sources of Revenue	BUDGET	1st Quarter	1st Quarter	From	From	1st Quarter	From Last	From Last
3			Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual
4	BEGINNING RESERVE LEVELS:								
5	*Reserve Sept. 1: ACRL Op. Reserve Fund	\$3,430,260	\$3,430,260	\$3,430,260	\$0	0.00%	\$4,389,385	(\$959,125)	-21.85%
6	Reserve Sept. 1: ACRL LTI Fund (inc. awards)	\$4,956,786	\$4,956,786	\$4,956,786	\$0	0.00%	\$3,567,882	\$1,388,904	38.93%
7	Reserve Sept. 1: CHOICE Fund	\$2,926,294	\$2,926,294	\$2,926,294	\$0	0.00%	\$2,533,295	\$392,999	15.51%
8	Reserve Sept. 1: CHOICE LTI Fund	\$572,349	\$572,349	\$572,349	\$0	0.00%	\$880,575	(\$308,226)	-35.00%
9									
10	Subtotal	\$11,885,689	\$11,885,689	\$11,885,689	\$0	0.00%	\$11,371,137	\$514,552	4.53%
11	ACRL LTI Net Interest (not inc. awards)	\$84,462	\$21,116	(\$185,596)	(\$206,712)	-978.96%	(\$31,823)	(\$153,773)	483.21%
12									
13	MEMBERSHIP DUES AND OTHER								
14	Dues	\$603,016	\$150,754	\$148,966	(\$1,788)	-1.19%	\$157,971	(\$9,005)	-5.70%
15	Standards & Licensing Fees	\$131,300	\$30,325	\$80,092	\$49,767	164.11%	\$39,079	\$41,013	104.95%
16	Misc. Donations	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
17	Awards	\$16,400	\$0	\$0	\$0	N/A	\$0	\$0	N/A
18	Special Events	\$12,500	\$0	\$3,150	\$3,150	N/A	\$3,000	\$150	5.00%
19	Diversity Alliance	\$26,490	\$6,623	\$8,500					
20	Subtotal	\$789,706	\$187,702	\$240,708	\$53,006	28.24%	\$200,050	\$40,658	20.32%
21									
22	PUBLICATIONS								
23	CHOICE	\$2,797,719	\$648,974	\$644,432	(\$4,542)	-0.70%	\$846,677	(\$202,245)	-23.89%
24	C&RL	\$16,592	\$3,834	\$2,820	(\$1,015)	-26.46%	\$12,621	(\$9,801)	-77.66%
25	C&RL News	\$614,167	\$156,290	\$142,240	(\$14,050)	-8.99%	\$146,659	(\$4,419)	-3.01%
26	RBM	\$30,912	\$14,636	\$15,604	\$968	6.62%	\$11,209	\$4,395	7.49%
27	Nonperiodical Publications	\$344,320	\$98,128	\$94,885	(\$3,243)	-3.30%	\$58,701	\$36,184	275.77%
28	Library Statistics	\$117,740	\$25,171	\$29,375	\$4,204	16.70%	\$13,121	\$16,254	123.88%
29									
30	Subtotal	\$3,921,450	\$947,033	\$929,355	(\$17,678)	-1.87%	\$1,088,988	(\$159,633)	-14.66%
31									
32	EDUCATION								
33	*Institutes	\$207,499	\$10,000	\$120	(\$9,880)	-98.80%	\$0	\$120	N/A
34	ACRL Conference	\$2,500,922	\$0	(\$9,973)	(\$9,973)	N/A	(\$18,575)	\$8,603	-46.31%
35	Pre-Conferences & Workshops	\$344,713	\$31,250	\$17,000	(\$14,250)	-45.60%	\$3,746	\$13,254	353.82%
36	Annual Conference Programs	\$16,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A
37	Web-CE	\$81,020	\$20,255	\$16,370	(\$3,885)	-19.18%	\$34,113	(\$17,743)	-52.01%
38	Subtotal	\$3,150,154	\$61,505	\$23,518	(\$37,988)	-61.76%	\$19,284	\$4,234	21.95%
39									
40									
41	FUNDED PROJECTS								
42	IMLS Grant (49) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
43	Project Outcome	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
44	SPECIAL PROGRAMS								
45	Friends of ACRL—Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
46	Friends of ACRL—Operating	\$0	\$0	\$0	\$0	N/A	\$0	(\$34,113)	N/A
47									
48									
49	TOTAL REVENUE	\$7,861,310	\$1,196,240	\$1,193,580	(\$2,659)	-0.22%	\$1,308,322	(\$114,742)	-8.77%
50	CHOICE REVENUE	\$2,797,719	\$648,974	\$644,432	(\$4,542)	-0.70%	\$846,677	(\$202,245)	-23.89%
51									
52	TOTAL REV. W/O CHOICE	\$5,063,591	\$547,265	\$549,148	\$1,883	0.34%	\$461,645	\$87,503	18.95%
53									
54	TOTAL REV. W/O CHOICE or ACRL Conf.	\$2,562,669	\$547,265	\$559,121	\$11,855	2.17%	\$443,070	\$116,051	26.19%

	A	I	J	K	L	M	N	O	P
		FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
	OBJECT OF EXPENSE	BUDGET	1st Quarter	1st Quarter	From	From	1st Quarter	From Last	From Last
		Budget	Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual
55									
56									
57									
58	MEMBERSHIP ACTIVITIES								
59	Membership Services*	\$18,805	\$52,701	\$17,524	(\$35,177)	-66.75%	\$17,649	(\$125)	-0.71%
60	Exec. Cttee. & Board	\$256,972	\$69,710	\$67,539	(\$2,171)	-3.11%	\$65,008	\$2,531	3.89%
61	Advisory	\$67,149	\$20,066	\$7,765	(\$12,302)	-61.31%	\$12,779	(\$5,014)	-39.24%
62	Standards	\$12,856	\$2,965	\$5,603	\$2,637	88.94%	\$1,294	\$4,309	332.98%
63	Awards	\$43,559	\$6,774	\$0	(\$6,774)	N/A	\$304	(\$304)	N/A
64	Chapters	\$19,262	\$6,103	\$2,216	(\$3,887)	-63.69%	\$554	\$1,662	299.97%
65	Committees	\$129,337	\$28,478	\$0	(\$28,478)	-100.00%	\$0	\$0	#DIV/0!
66	Sections	\$119,962	\$19,704	\$1,824	(\$17,880)	-90.74%	\$250	\$1,574	629.69%
67	C&RL Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
68	C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
69	Liaisons to Higher Ed. Organizations	\$74,586	\$18,024	\$11,435	(\$6,589)	-36.56%	\$3,172	\$8,263	260.48%
70	Special Events	\$28,457	\$6,068	\$1,000	(\$5,068)	-83.52%	\$0	\$1,000	N/A
71	Information Literacy	\$32,600	\$4,106	\$34,420	\$30,314	738.36%	\$12,717	\$21,703	170.66%
72	Scholarly Communications	\$143,353	\$40,424	\$39,503	(\$920)	-2.28%	\$11,287	\$28,216	249.99%
73	Value of Academic Libraries	\$113,675	\$3,123	\$3,174	\$51	1.64%	\$9,333	\$5,167	62.01%
74	Government Relations	\$60,950	\$14,611	\$13,500	(\$1,111)	-7.60%	\$3,688	(\$3,688)	N/A
75	Scholarships	\$101,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A
76	Annual Conference Programs	\$71,374	\$6,675	\$0	(\$6,675)	-100.00%	\$0	\$0	N/A
77	Diversity Alliance	\$28,148	\$6,614	\$1,508	(\$5,106)	-77.20%	\$0	\$1,508	N/A
78	New Roles Changing Landscapes	\$17,970	\$1,837	\$0	(\$1,837)	-100.00%	\$0	\$0	N/A
79	Project Outcome	\$200,049	\$9,362	\$3,884	(\$5,479)	-58.52%	\$0	\$3,884	N/A
80	Subtotal	\$1,540,065	\$317,344	\$210,894	(\$106,450)	-33.54%	\$137,035	\$73,859	53.90%
81	SPECIAL PROJECTS								
82	Friends of ACRL--Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
83	Friends of ACRL--Operating	\$81,878	\$15,324	\$486	(\$14,839)	-96.83%	\$1,488	(\$1,002)	-67.36%
84									
85									
86	Subtotal	\$81,878	\$15,324	\$486	(\$14,839)	-96.83%	\$1,488	(\$1,002)	-67.36%
87									
88	PUBLICATIONS								
89	CHOICE	\$2,715,197	\$693,884	\$666,272	(\$27,612)	-3.98%	\$756,872	(\$90,600)	-11.97%
90	C&RL	\$74,048	\$14,954	\$2,595	(\$12,359)	-82.65%	\$5,974	(\$3,379)	-56.57%
91	C&RL News	\$576,586	\$132,939	\$51,869	(\$81,070)	-60.98%	\$47,789	\$4,080	8.54%
92	RBM	\$25,492	\$9,066	\$6,209	(\$2,857)	-31.52%	\$7,926	(\$1,717)	-21.67%
93	Nonperiodical Publications	\$322,221	\$65,470	\$29,003	(\$36,467)	-55.70%	\$39,273	(\$10,270)	-26.15%
94	Library Statistics	\$89,389	\$27,314	\$37,701	\$10,387	38.03%	\$22,396	\$15,305	68.34%
95									
96	Subtotal	\$3,802,933	\$943,628	\$793,648	(\$149,980)	-15.89%	\$880,230	(\$86,581)	-9.84%
97									
98	EDUCATION								
99	Institutes	\$203,731	\$15,668	\$19,482	\$3,814	24.34%	\$13,603	\$5,879	43.22%
100	ACRL Conference	\$2,282,532	\$102,563	\$54,863	(\$47,700)	-46.51%	\$50,909	\$3,954	7.77%
101	Pre-Conf & Workshops	\$364,100	\$98,693	\$9,705	(\$88,988)	-90.17%	\$6,282	\$3,423	54.49%
102	Web-CE	\$57,029	\$10,566	\$7,497	(\$3,069)	-29.04%	\$7,563	(\$66)	-0.87%
103									
104	Subtotal	\$2,907,392	\$227,490	\$91,547	(\$135,943)	-59.76%	\$78,357	\$13,190	16.83%
105									
106	FUNDED PROJECTS								
107	IMLS Grant Cost Share (12) - Operating	\$0	\$0	\$0	\$0	N/A	\$0	\$0	#DIV/0!
108	IMLS Grant (47) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	#DIV/0!
109									
110	**UNALLOCATED ADMIN. EXPENSES**	\$3,974	\$11,513	\$394,650	\$383,137	n/a	\$320,682	\$73,968	N/A
111	TOTAL EXPENSES	\$8,336,241	\$1,515,300	\$1,491,225	(\$24,075)	-1.59%	\$1,417,792	\$73,434	5.18%
112	CHOICE EXPENSES	\$2,715,197	\$693,884	\$666,272	(\$27,612)	-3.98%	\$756,872	(\$90,600)	-11.97%
113									
114	TOTAL EXP. W/O CHOICE	\$5,621,043	\$821,415	\$824,953	\$3,538	0.43%	\$660,920	\$164,033	24.82%
115									
116	TOTAL EXP. W/O CHOICE or ACRL Conf.	\$3,338,512	\$718,853	\$770,090	\$51,238	7.13%	\$610,011	\$160,079	26.24%

	A	I	J	K	L	M	N	O	P	
117										
118										
119		FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference	
120	NET REVENUE & FUND BALANCES	BUDGET	1st Quarter	1st Quarter	From	From	1st Quarter	From Last	From Last	
121		1st Quarter	Budget	Actual	Budget	Budget	Actual	Year Actual	Year Actual	
122	Net W/O CHOICE	(\$557,452)	(\$274,150)	(\$275,805)	(\$1,655)	0.60%	(\$199,273)	(\$76,530)	38.40%	
123	CHOICE Net	\$82,522	(\$44,910)	(\$21,840)	\$23,070	-51.37%	\$89,805	(\$44,895)	-49.99%	
124	Added to CHOICE LTI Fund	\$0	\$0	\$0	\$0	N/A	\$0	(\$111,645)	N/A	
125	CHOICE Ending Operating Balance	\$3,008,816	\$2,881,384	\$2,904,454	(\$23,070)	-0.80%	\$2,623,101	\$281,354	10.73%	
126	Added to ACRL LTI Fund	\$350,000	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
127	Ending net asset balance	\$2,522,808	\$3,156,110	\$3,154,455	(\$1,655)	-0.05%	\$4,190,112	(\$1,035,657)	-24.72%	
128	Mandated Operating Reserve	\$989,273	\$989,273	\$989,273	\$0	0.00%	\$886,316	\$102,957	11.62%	
129	*Note: Beginning in FY10, the Education category "Professional Development" has been renamed "Institutes" which includes the National Immersion Institute, Regional Immersion Institute, and Immersion Assessment pr									
130	** Note: Salaries and operating costs are allocated to each budget project at the end of each fiscal year and are no longer presented as a separate line item.									
131	***Note: IMLS budgeted cost share expenses are not included in the ACRL annual or quarterly budgeted expense totals. Actual cost share expenses are included in the actual expense total.									
132	ENDING RESERVE LEVELS									
133	ACRL Operating Reserve Fund	\$2,522,808	\$3,156,110	\$3,154,455	(\$1,655)	-0.05%	\$4,190,112	(\$1,035,657)	-24.72%	
134	ACRL LTI Funds (including award endowments)	\$5,272,549	\$4,983,373	\$5,172,623	\$189,250	3.80%	\$3,536,059	\$1,636,564	46.28%	
135	CHOICE Operating Reserve Fund	\$3,008,816	\$2,881,384	\$2,904,454	\$23,070	0.80%	\$2,623,103	\$281,352	10.73%	
136	CHOICE LTI Fund	\$546,654	\$572,349	\$553,009	(\$19,340)	-3.38%	\$880,575	(\$327,566)	-37.20%	
137										
138										
139										
140										
141										
142	DEFINITIONS									
143	Lines 5 and 7	represent the total net cash balance of ACRL and CHOICE as of September 1, the beginning of the fiscal year; and the projected net worth for the budgeted								
144		years as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.								
145										
146	Lines 6 and 8	represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.								
147										
148	Line 10	the subtotal, represents the total net worth of the four Lines 5-8. The totals shown on the line are not reflected any other place in the budget.								
149										
150	Line 14	is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.								
151										
152	Line 33	is the total revenue from the Immersion Institutes.								
153										
154	Line 35	is the total revenue from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
155										
156	Line 53	represents the total revenue as shown on the subtotal lines for membership dues (Line 20), publications (Line 30), education (Line 39), and special programs								
157		(Friends of ACRL-operating) (Line 46), minus CHOICE revenue (Line 50).								
158										
159	Line 54	shows total ACRL revenue (Line 49) minus revenue generated from ACRL Conferences (Line 34) and CHOICE (Line 50).								
160										
161	Line 99	shows total expense from the Immersion Institutes.								
162										
163	Line 104	shows total expenses from ACRL's pre-conferences, workshops, and RBMS regional workshops.								
164										
165	Line 111	represents the total expenses shown on subtotal lines for membership activities (Line 80), special projects (Line 86), publications (Line 96), education (Line 104),								
166		funded projects (Line 107), and unallocated administrative expenses (Line 110).								
167										
168	Line 114	shows the total expenses for ACRL and represents the expenses shown on Line 111, total expenses, minus Line 112, CHOICE expenses.								
169										
170	Line 116	shows total ACRL expenses (Line 111) minus ACRL Conference expenses (Line 100) and CHOICE (Line 112).								
171										
172	Line 121	shows net without CHOICE and is equal to the total revenues budgeted on Line 52 less the total expenses budgeted on Line 114.								
173										
174	Line 122	shows the CHOICE net and is equal to the total revenues budgeted on Line 50 less the total expenses budgeted on Line 112.								
175										
176	Line 123	shows funds transferred from CHOICE operating fund balance (Line 124) into CHOICE's long-term investment.								
177										
178	Line 135	- CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.								
179										
180	Line 127	shows funds transferred from ACRL operating fund balance (Line 133) into ACRL's long-term investment.								
181										
182	Line 133	- ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward with								
183		each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 5 operating fund balance plus Line 121 net without CHOICE,								
184		minus Line 125, funds added to ACRL long-term investment.								
185										
186	Line 127 - Mandated Operating Reserve	The sum of 25% of the average operating expense Line 114, based on the four most recently completed years.								
187										
188										
189										
190										
191										
192										

This page included to accommodate double sided printing.

Fund: LT Endowment Funds/34&35&36: LT Endowment Funds
Unit_Project: ACRL: 403

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018			
Actual	Budget	Prior Year Actual	
4,956,786	0	4,180,025	(3000) BEGINNING NET ASSETS
4,904	9,643	4,643	(4420) INT/DIV
4,904	9,643	4,643	(440) Subtotal Misc.
4,904	9,643	4,643	Total Revenues
2,398	2,133	2,009	(5122) BANK S/C
2,398	2,133	2,009	(510) Outside Services
2,398	2,133	2,009	Total Direct Expenses
0	10,363	0	(5904) TRANSFER TO/FROM ENDOWMENT
0	10,363	0	(52) Total Indirect Expenses
2,398	12,496	2,009	Total Expenses Before OH and Taxes
2,505	-2,853	2,634	Contribution Margin
2,398	12,496	2,009	TOTAL EXPENSES

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	4,956,786	0	4,956,786	100%	4,180,025	-4,956,786
115,718	26,253	28,930	-2,677	-9%	19,868	89,466
115,718	26,253	28,930	-2,677	-9%	19,868	89,466
115,718	26,253	28,930	-2,677	-9%	19,868	89,466
25,598	7,277	6,399	-877	-14%	5,943	18,321
25,598	7,277	6,399	-877	-14%	5,943	18,321
25,598	7,277	6,399	-877	-14%	5,943	18,321
124,357	0	31,089	31,089	100%	0	124,357
124,357	0	31,089	31,089	100%	0	124,357
149,955	7,277	37,489	30,212	81%	5,943	142,678
149,955	7,277	37,489	30,212	81%	5,943	142,678
-34,237	18,976	-8,559	27,535	322%	13,925	-53,213
149,955	7,277	37,489	30,212	81%	5,943	142,678

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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds
Unit_Project: ACRL: 403

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
2,505	-2,853	2,634
Net Rev / (Expense) From Operations		
9,401	0	1,818
(4422) ENDOWMENT GAIN/LOSS-REALIZED		
59,163	0	71,492
(4423) ENDWMNT GAIN/LOSS-UNREALIZED		
0	0	0
(5900) Transfer To Endowment		
71,069	-2,853	75,944
Net Rev / (Expense)		
5,027,855	-2,853	4,255,969
Ending Net Asset Balance		

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
-34,237	18,976	-8,559	27,535	322%	13,925	-53,213
0	27,013	0	27,013	100%	68,701	-27,013
0	-243,169	0	-243,169	-100%	93,973	243,169
0	0	0	0	0%	0	0
-34,237	-197,180	-8,559	-188,621	-2204%	176,599	162,943
-34,237	4,759,605	-8,559	4,768,165	55708%	4,356,624	-4,793,842

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

American Library Association Performance Report For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
36,483	0	32,593
(3000) BEGINNING NET ASSETS		
39	82	42
(4420) INT/DIV		
39	82	42
(440) Subtotal Misc.		
39	82	42
Total Revenues		
19	18	18
(5122) BANK S/C		
19	18	18
(510) Outside Services		
19	18	18
Total Direct Expenses		
19	18	18
Total Expenses Before OH and Taxes		
20	64	24
Contribution Margin		
19	18	18
TOTAL EXPENSES		
20	64	24
Net Rev / (Expense) From Operations		

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	36,483	0	36,483	100%	32,593	-36,483
982	207	246	-38	-16%	181	775
982	207	246	-38	-16%	181	775
982	207	246	-38	-16%	181	775
217	57	54	-3	-6%	54	160
217	57	54	-3	-6%	54	160
217	57	54	-3	-6%	54	160
217	57	54	-3	-6%	54	160
765	150	191	-41	-22%	127	615
217	57	54	-3	-6%	54	160
765	150	191	-41	-22%	127	615

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

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
74	0	17 (4422) ENDOWMENT GAIN/LOSS-REALIZED
468	0	651 (4423) ENDWMNT GAIN/LOSS-UNREALIZED
562	64	692 Net Rev / (Expense)
37,045	64	33,285 Ending Net Asset Balance

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	213	0	213	100%	626	-213
0	-1,919	0	-1,919	-100%	856	1,919
765	-1,556	191	-1,747	-914%	1,608	2,321
765	34,927	191	34,736	18162%	34,201	-34,162

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

American Library Association Performance Report For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
58,506	0	53,711
(3000) BEGINNING NET ASSETS		

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	58,506	0	58,506	100%	53,711	-58,506

55	118	58	(4420) INT/DIV
55	118	58	(440) Subtotal Misc.
55	118	58	Total Revenues

1,411	297	353	-56	-16%	249	1,114
1,411	297	353	-56	-16%	249	1,114
1,411	297	353	-56	-16%	249	1,114

27	26	25	(5122) BANK S/C
27	26	25	(510) Outside Services

312	82	78	-4	-5%	74	230
312	82	78	-4	-5%	74	230

27	26	25	Total Direct Expenses
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312	82	78	-4	-5%	74	230
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27	26	25	Total Expenses Before OH and Taxes
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312	82	78	-4	-5%	74	230
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28	92	33	Contribution Margin
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1,099	215	275	-60	-22%	174	884
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27	26	25	TOTAL EXPENSES
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312	82	78	-4	-5%	74	230
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28	92	33	Net Rev / (Expense) From Operations
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1,099	215	275	-60	-22%	174	884
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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds
Unit_Project: ASSOC/COLL & RES LIB-LEAB/RBMS ENDWMNT: 403-3653

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
106	0	23 (4422) ENDOWMENT GAIN/LOSS-REALIZED
664	0	895 (4423) ENDWMNT GAIN/LOSS-UNREALIZED
798	92	951 Net Rev / (Expense)
59,304	92	54,662 Ending Net Asset Balance

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	305	0	305	100%	860	-305
0	-2,765	0	-2,765	-100%	1,177	2,765
1,099	-2,244	275	-2,519	-917%	2,212	3,343
1,099	56,262	275	55,987	20377%	55,923	-55,163

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

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
183,749	0	169,223
(3000) BEGINNING NET ASSETS		

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	183,749	0	183,749	100%	169,223	-183,749

188	406	211	(4420) INT/DIV
188	406	211	(440) Subtotal Misc.
188	406	211	Total Revenues

4,871	1,024	1,218	-194	-16%	903	3,847
4,871	1,024	1,218	-194	-16%	903	3,847
4,871	1,024	1,218	-194	-16%	903	3,847

92	90	91	(5122) BANK S/C
92	90	91	(510) Outside Services

1,077	283	269	-14	-5%	270	794
1,077	283	269	-14	-5%	270	794

92	90	91	Total Direct Expenses
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1,077	283	269	-14	-5%	270	794
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92	90	91	Total Expenses Before OH and Taxes
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1,077	283	269	-14	-5%	270	794
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96	316	120	Contribution Margin
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3,794	741	949	-208	-22%	633	3,053
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92	90	91	TOTAL EXPENSES
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1,077	283	269	-14	-5%	270	794
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96	316	120	Net Rev / (Expense) From Operations
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3,794	741	949	-208	-22%	633	3,053
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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds
Unit_Project: ASSOC/COLL & RES LIB-H. ATKINSON ENDWMNT: 403-3655

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
360	0	83 (4422) ENDOWMENT GAIN/LOSS-REALIZED
2,264	0	3,250 (4423) ENDWMNT GAIN/LOSS-UNREALIZED
2,720	316	3,453 Net Rev / (Expense)
186,469	316	172,676 Ending Net Asset Balance

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	1,049	0	1,049	100%	3,124	-1,049
0	-9,573	0	-9,573	-100%	4,273	9,573
3,794	-7,783	949	-8,732	-921%	8,029	11,577
3,794	175,966	949	175,017	18452%	177,252	-172,172

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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds
Unit_Project: ASSOC/COLL & RES LIB-ACRL ENDOWMENT: 403-3657

American Library Association Performance Report For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
4,678,047	0	3,924,497
(3000) BEGINNING NET ASSETS		

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

4,622	9,038	4,332	(4420) INT/DIV
4,622	9,038	4,332	(440) Subtotal Misc.
4,622	9,038	4,332	Total Revenues

108,454	24,725	27,114	-2,389	-9%	18,535	83,729
108,454	24,725	27,114	-2,389	-9%	18,535	83,729
108,454	24,725	27,114	-2,389	-9%	18,535	83,729

2,261	1,999	1,874	(5122) BANK S/C
2,261	1,999	1,874	(510) Outside Services

23,992	6,854	5,998	-856	-14%	5,544	17,138
23,992	6,854	5,998	-856	-14%	5,544	17,138

2,261	1,999	1,874	Total Direct Expenses
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23,992	6,854	5,998	-856	-14%	5,544	17,138
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2,261	1,999	1,874	Total Expenses Before OH and Taxes
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23,992	6,854	5,998	-856	-14%	5,544	17,138
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2,362	7,039	2,457	Contribution Margin
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84,462	17,870	21,116	-3,245	-15%	12,991	66,592
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2,261	1,999	1,874	TOTAL EXPENSES
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23,992	6,854	5,998	-856	-14%	5,544	17,138
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2,362	7,039	2,457	Net Rev / (Expense) From Operations
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84,462	17,870	21,116	-3,245	-15%	12,991	66,592
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Fund: LT Endowment Funds/34&35&36: LT Endowment Funds
Unit_Project: ASSOC/COLL & RES LIB-ACRL ENDOWMENT: 403-3657

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year
Actual		
8,862	0	1,696 (4422) ENDOWMENT GAIN/LOSS-REALIZED
55,767	0	66,695 (4423) ENDWMNT GAIN/LOSS-UNREALIZED
0	0	0 (5900) Transfer To Endowment
66,990	7,039	70,849 Net Rev / (Expense)
4,745,037	7,039	3,995,346 Ending Net Asset Balance

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year	Remaining
					Actual	Current Budget
0	25,445	0	25,445	100%	64,091	-25,445
0	-228,912	0	-228,912	-100%	87,668	228,912
0	0	0	0	0%	0	0
84,462	-185,596	21,116	-206,712	-979%	164,750	270,058
84,462	4,492,451	21,116	4,471,336	21176%	4,089,247	-4,407,989

Fund: LT Endowment Funds/34&35&36: LT Endowment Funds
Unit_Project: CHOICE: 404

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
572,349	0	880,575
(3000) BEGINNING NET ASSETS		
422	1,707	912
(4420) INT/DIV		
422	1,707	912
(440) Subtotal Misc.		
422	1,707	912
Total Revenues		
207	378	395
(5122) BANK S/C		
207	378	395
(510) Outside Services		
207	378	395
Total Direct Expenses		
0	3,471	0
(5904) TRANSFER TO/FROM ENDOWMENT		
0	3,471	0
(52) Total Indirect Expenses		
207	3,848	395
Total Expenses Before OH and Taxes		
216	-2,141	517
Contribution Margin		
207	3,848	395
TOTAL EXPENSES		

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
0	572,349	0	572,349	100%	880,575	-572,349
20,482	2,446	5,120	-2,674	-52%	3,902	18,036
20,482	2,446	5,120	-2,674	-52%	3,902	18,036
20,482	2,446	5,120	-2,674	-52%	3,902	18,036
4,531	669	1,133	464	41%	1,167	3,862
4,531	669	1,133	464	41%	1,167	3,862
4,531	669	1,133	464	41%	1,167	3,862
41,646	0	10,412	10,412	100%	0	41,646
41,646	0	10,412	10,412	100%	0	41,646
46,177	669	11,544	10,875	94%	1,167	45,508
-25,695	1,777	-6,424	8,201	128%	2,735	-27,472
46,177	669	11,544	10,875	94%	1,167	45,508

Fund: LT Endowment Funds/34&35&36: LT Endowment Funds
Unit_Project: CHOICE: 404

American Library Association
Performance Report
For the 03 Months Ending November 2018

November 2018		
Actual	Budget	Prior Year Actual
216	-2,141	517
Net Rev / (Expense) From Operations		
810	0	357
(4422) ENDOWMENT GAIN/LOSS-REALIZED		
5,095	0	14,041
(4423) ENDWMNT GAIN/LOSS-UNREALIZED		
0	0	0
(5900) Transfer To Endowment		
6,121	-2,141	14,915
Net Rev / (Expense)		
578,470	-2,141	895,490
Ending Net Asset Balance		

Year-To-Date						
Annual Budget	Actual	Budget	Variance	Variance %	Prior Year Actual	Remaining Current Budget
-25,695	1,777	-6,424	8,201	128%	2,735	-27,472
0	2,480	0	2,480	100%	13,493	-2,480
0	-23,597	0	-23,597	-100%	18,456	23,597
0	0	0	0	0%	0	0
-25,695	-19,340	-6,424	-12,916	-201%	34,684	-6,355
-25,695	553,009	-6,424	559,433	8709%	915,259	-578,704



FY2020 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 its strategic initiatives outlined in the [ACRL Plan for Excellence](#) and its diverse activities that benefit members and the profession. This is accomplished through a blend of programs and services, some of which generate net revenues, e.g., ACRL professional development, especially its biennial conference, and others that the association expects to support, e.g., advocacy, member services, etc. FY20 will also include funds to support projects that may be developed to support ACRL's core commitment to equity, diversity, and inclusion (EDI).

The ACRL Budget & Finance Committee reviewed these draft assumptions on October 25, 2018. Staff incorporated the committee's feedback and shared the revised document with the ACRL Board. The Board will review, suggest revisions as needed, and approve the assumptions below at its 2018 Fall Board Meeting on November 16, 2018. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY20 budget for review by the Budget & Finance Committee at the 2019 Midwinter Meeting.

The draft FY20 budget does not include all of the assumptions articulated in this document as the net deficit was larger than prudent. Those not included (or reduced) are noted throughout the document.

General Overview: The economic climate and ACRL

As we prepare the FY20 budget for ACRL, there are some strong economic indicators from the last year, including a surging stock market (until very recently!) and low unemployment, but also some underlying softness in those figures, including a ballooning federal deficit, rising interest rates, uncertainty about international relations and a return to the arms race. It is not expected that the funding enjoyed by higher education prior to the Great Recession of 2008-09 will ever return to those levels. Although total enrollment in degree-granting postsecondary institutions increased 28 percent from 2000 to 2016 (from 13.2 million to 16.9 million students), a period of 16 years it is projected to increase by only 2.95 percent between 2016 and 2027 (from 16.9 million to 17.4 million).¹ This number is in line with high school

¹ U. S. Department of Education: National Center for Education Statistics, "The Condition of Undergraduate Enrollment," (May 2018). Accessed October 23, 2018. https://nces.ed.gov/programs/coe/indicator_cha.asp.

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graduation rate projections which show the number of high school graduates increasing by only 3.1% between 2011 and 2025.² With a slow down in enrollments it is unlikely that higher education will see a substantive increase in its funding, which typically translates to no more or less funding for academic libraries.

ACRL membership's slow but steady decline should also be considered as we look to FY20 finances. The closing of institutions could further reduce ACRL's organizational members, as well as its individual members. As of September 2018, more than 330 postsecondary schools have closed in the U.S. this year and more than 675 closed in 2017.³ The workforce is aging and the pool of potential academic librarians is in decline as evidenced by the drop in MLIS degrees awarded (between 2012 and 2016, there was a 33.8% drop in number of LIS masters degrees awarded (from 7,443 in 2012 to 4,926 in 2016).⁴ Of the MLIS degrees awarded between 2014 and 2018 the number of placements in academic libraries is holding steady in the 21-23% range.^{5, 6} The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 9% increase (as fast as average) job outlook.⁷

The ACRL Board and Budget & Finance Committee at their joint meeting in January 2016, learned from consultant Paul Meyer a number of trends in association membership overall, which are still on track in 2018, including: there is an increase in specialty organizations; there is greater competition for membership dollars and time; the number of association memberships per individual/company is

² Western Interstate Commission for Higher Education, "Overall Graduate High School Trends," Accessed October 24, 2018. <https://knocking.wiche.edu/nation-region-profile/>

³ U. S. Department of Education, Office of Federal Student Aid, "Closed School Monthly Reports," Accessed Oct. 24, 2018. <https://www2.ed.gov/offices/OSFAP/PEPS/closedschools.html>.

⁴ "Master's degrees conferred by postsecondary institutions, by field of study: Selected years, 1970-71 through 2015-16," *NCES*, accessed October 18, 2018, https://nces.ed.gov/programs/digest/d17/tables/dt17_323.10.asp?current=yes.

⁵ Stephanie L. Maatta, "Placements & Salaries 2014" *Library Journal*, October 15, 2014, p. 26-33.

⁶ Suzie Allard, "Placements & Salaries 2018" *Library Journal*, October 15, 2018, p. 16-21.

⁷ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2016-17 Edition, Librarians, accessed October 18, 2018, last modified date July 2, 2018, <http://www.bls.gov/ooh/education-training-and-library/librarians.htm>.

declining; employer support for membership has declined and; and there is an increased focus on engagement to retain members.⁸

The broader economy is also somewhat fragile, with the upcoming midterm US elections potentially flipping the House to a democratic majority. International relations continue to be unknown, in part due to the departure of United Nations Ambassador Nikki Haley, increased legislation regarding immigration⁹, increased sanctions against China,¹⁰ and uncertainty about future relationships with Saudi Arabia due to what seems to be a political assassination against a critical Washington Post columnist¹¹, resulting in a volatile stock market¹².

The overall growth for the economy is rebounding with a projected 3.1% increase for 2018¹³ but the fragile and somewhat mixed outlook for the economy extends to higher education as well. The Higher Education Price Index (which projects major cost factors for colleges and universities) is forecasting a 2.8% increase for 2018.¹⁴ However, "unlike after previous economic downturns, state spending on higher education has not bounced back as the economy rebounds."¹⁵ State fiscal support for higher

⁸ Paul Meyer, *Tecker International* (presentation, Joint meeting of the ACRL Board of Directors and Budget & Finance Committee, ALA Midwinter Meeting, Boston, January 11, 2016).

⁹ National Conference of State Legislatures, 2017 Immigration Report, accessed October 18, 2018, <http://www.ncsl.org/research/immigration/2017-immigration-report.aspx>.

¹⁰ Chole Aiello, "Trump administration announces list of tariffs on \$200 billion in Chinese goods," *CNBC*, July 10, 2018, <https://www.cnbc.com/2018/07/10/white-house-releases-list-of-goods-hit-by-200-billion-in-tariffs.html>.

¹¹ Ariel Cohen, "U.S.-Saudi Relations Stress Tested By Khashoggi Crisis," October 22, 2018; <https://www.forbes.com/sites/arielcohen/2018/10/22/u-s-saudi-relations-stress-tested-by-khashoggi-crisis/#180be170fef9>

¹² Fred Imbert, "Dow falls in volatile session after Fed hints at more rate hikes ahead," *CNBC*, October 17, 2018, <https://www.cnbc.com/2018/10/17/us-futures-point-to-a-muted-open-after-the-dow-soars-by-over-500-points.html>.

¹³ "An Update to the Economic Outlook: 2018 to 2028," *Congressional Budget Office*, August 13, 2018, <https://www.cbo.gov/publication/54318>.

¹⁴ Table 3.1 "Commonfund Higher Education Price Index, 2007-2018. Accessed on October 24, 2018. http://HEPI_2018_Table.pdf.

¹⁵ Luba Ostashevsky, "As economy rebounds, state funding for higher education isn't bouncing back," *PBS News Hour*, September 14, 2016, <http://www.pbs.org/newshour/updates/economy-rebounds-state-funding-higher->

education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is “down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years.”¹⁶ 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.¹⁷ “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.”¹⁸ 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.¹⁹ However, some see a coming limit to how much tuition can be increased, which may mean continuing jockeying for the same finite resources.²⁰

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.^{21, 22} Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs.

education-isnt-bouncing-back/.

¹⁶ 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>.

¹⁷ Michael Mitchell, “Unkept Promises: State Cuts to Higher Education Threaten Access and Equity,” *Center on Budget and Policy Priorities*, October 24, 2018, <https://www.cbpp.org/research/state-budget-and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and>.

¹⁸ Jeffrey Selinger, “States’ decision to reduce support for higher education comes at a cost,” *Washington Post*, September 8, 2018, accessed October 24, 2018. https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14

¹⁹ *Ibid.*

²⁰ Dan Nemser and Brian Whitener, “The Tuition Limit and the Coming Crisis of Higher Education,” *The New Inquiry*, March 26, 2018. Accessed November 9, 2018. <https://thenewinquiry.com/the-tuition-limit-and-the-coming-crisis-of-higher-education/>

²¹ 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/>.

²² David Parker, “ATG Special Report — Industry Consolidation in the Information Services and Library

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This continued state of lower funding and a consolidation in the marketplace will impact ACRL's FY20 budget assumptions regarding revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. Despite these challenges, we recognize that in FY18 ACRL had strong financial performances in book sales, webinars, licensed workshops, and classified advertising and will also use these data to cautiously inform these assumptions.

The FY20 budget will incorporate revenue from expanded business initiatives, such as increasing opportunities for sponsored content, more licensed workshops, and more book sales. In FY20, there will be potential new programming pertaining to the equity, diversity, and inclusion core competency discussed by the ACRL Board of Directors in 2018.

Through careful stewardship, ACRL ended FY18 with a \$3.43 million net asset balance. While we must keep in mind the flat nature of some of the traditional revenue streams, we are continuing to look for appropriate opportunities to "invest" a portion of this net asset balance in strategic programs and services that serve the membership. Recent examples of such investments include the development of the new ACRL Project Outcome toolkit, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Such investment in programs and services requires staffing support, and staff continues to look for ways to streamline procedures and automate processes where possible, freeing up more of their time for strategic initiatives. Our goal is to moderate many operational expenditures to be more in-line with current revenue expectations while aligning the budget to support the Plan for Excellence through strategic investments from ACRL's net asset balance.

In addition to investing in strategic initiatives, ACRL will continue to complete planned transfers to its long-term investment fund. ACRL increased its transfer from \$150,000 in FY15 to \$250,000 in FY16 upon recommendation by the Budget & Finance Committee. The committee will continue to monitor the long-term investment and was interested in moving one million dollars to the LTI, which could be accomplished through the transfer of \$350,000 in FY18, FY19, and FY20. In FY18, ACRL and CHOICE completed the first of two parts of a "swap," with CHOICE, designed to provide finances for new product development to CHOICE. This included a \$350,000 transfer from the CHOICE LTI into ACRL's LTI. ACRL in turn transferred \$525,000 from its net asset balance to Choice's net asset balance. In FY19, it is planned that CHOICE will transfer a second \$350,000 from its LTI to ACRL's LTI.

Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, <http://www.against-the-grain.com/2016/07/industry-consolidation-report/>.

Note: These assumptions were reviewed by the Budget & Finance Committee during its virtual meeting on October 25, 2018, and updated to include their comments and suggestions. Thanks to the committee members for their suggestions for additional demographic and economic trends to include.

Choice FY20 Budget Assumptions

General Remarks

In previous discussions I have described some of the environmental challenges confronting our unit: declining materials budgets, alternative methods of collection development, decentralized information discovery and consumption in the form of the open web and demand-driven acquisition, unbundled educational models, and the consolidation of library purchasing and management functions in the hands of a few large vendors. These challenges are not unique to Choice; they are among the same challenges confronting academic libraries as a whole. Their effect on Choice is well documented in the circulation histories of our print and digital products, as traditional methods of collection development have succumbed to automation, price pressures, and the disintermediation of the collection development librarian.

The launch, in September of 2017, of *ccAdvisor* (CCA) was intended to counteract these trends, if only partially. It was based on the premise that the acquisition of large and expensive digital collections and tools is a complex, multilayered process, a process that is refractory to the automation that now predominates in the acquisition of monographs. As such, the process remains dependent on careful, title-by-title examination of candidates for acquisition, one that notionally would benefit from a reliable, authoritative source of reviews and scoring of the works in question, written by subject-area experts and peer reviewed. These assumptions have been tested during the first year of publication, with mixed results. The outlook for *ccAdvisor* and our strategies for driving circulation are discussed below in the eponymous section.

In an effort to escape the trajectory of decline traced by our collection-development publications, and with significant portions of the strategic plan approved by the board in February 2015 now operational, we have also invested significant time and attention these past eighteen months to exploring the feasibility of a service that facilitates the discovery, evaluation, and selection of open educational resources (OER). *Open Choice* as that service is provisionally named, was proposed as a combined repository, review service, and peer-to-peer platform, a workflow tool allowing instructors, instructional designers, and others to rapidly locate suggested resources for undergraduate instruction, read highly structured reviews, and engage in forum conversations with peers actually using OER. As fiscal 2019 gets underway the feasibility of that project, at least as initially conceived, has been cast into doubt, owing in particular to the appearance of several new services, both open and commercial, addressed to potential OER adopters. These issues are discussed below in the section “Open Choice.”

With subscription-based services under stress, and with revenue from traditional advertising modalities shrinking, the growth area for Choice has been in the area of sponsorships, where the success of our webinars and the fast start for two new sponsored programs—podcasts and white papers—have

exposed new audiences to our content and expanded the reach of our publishing activities. During fiscal 2020 we will be working to expand the reach of these services—provided to the library community free of charge—and to strengthen the engagement of our audience around Choice-branded content. These are discussed below in “Advertising and Sponsorships.”

* * *

Choice Reviews and Choice magazine

This past year both circulation and earned income from *Choice Reviews* magazine were virtually flat to FY17. In fact, average monthly circulation has not varied from the mean by more than *thirteen* subscriptions over the past six years, and revenues have hovered within 3% of the mean since fiscal 2015. That said, as our experience managing subscriptions deepens, we are exploring new ways to reach subscribers, both administrators and end users. During this coming year we will be accelerating our efforts to ensure timely subscription renewals, currently running at about 87%, through contacts with both groups, and we are assuming 2% subscription growth in both FY19 and FY20 as a result.

Meanwhile, print revenues continue on a familiar trajectory. During FY18 *Choice* magazine was down 4% to prior year, and *Cards*, a much larger 14%. Were it not for the very favorable gross margin (55%) we enjoy on the cards, we would have discontinued publication of this admittedly anachronistic format years ago. In keeping with long-term trends for these publications, for FY20 we are forecasting annual decline of 4% and 10%, respectively. Overall, then, subscription revenues from all three Choice products (magazine, database, and cards) should decline about 2% against FY18.

Third-party Licenses

Choice reviews are not published in native formats alone. In fact, 30% of the revenue generated by Choice reviews (exclusive of advertising), and 18% of total unit revenues, derives from the license of these reviews to wholesalers and aggregators. During FY18 these licenses generated over half a million dollars (\$514,160, to be exact) in royalties. The largest of these contracts, with Books in Print/Syndetics (ProQuest) is scheduled for renegotiation at the end of 2019. Historically, ProQuest has looked for reductions on the order of 15% during these discussions, and should that prove to be the case again, we will be looking at a loss of about \$18K during the first year of the renewal license. All other licenses are presumed unchanged, bringing to just under \$500,000 the royalties generated by the licensing of our reviews.

Licensing of content from *Resources for College Libraries*, our copublication with ProQuest, traditionally accounted for another 4% (\$125,000) of total unit revenues, \$108K of which came from the license to ProQuest’s Intota library management system. As noted previously, the Intota license was terminated in the second half of 2017, and since then RCL royalties have derived solely from the eBook Central license to RCL matching titles, some \$15K annually. These and related developments emphasize again that from a strategic perspective we need to continue to diversify our product portfolio to mitigate the impact of cuts such as these. In the meantime, there is no denying the pernicious influence of industry consolidation on our business.

CC Advisor

At the close of its first year, CCA is available in approximately 350 academic libraries in the United States. This respectable start was dependent almost entirely on consortial subscriptions, offered at deep discounts to our list prices, with little uptake from individual colleges and universities. The Center for Research Libraries, the Colorado Alliance of Research Libraries, and the Statewide California Electronic Library Consortium have all taken out subscriptions on behalf of their member institutions. Hoping to bolster single-site sales, during the year we staged a telemarketing campaign offering CCA to *Choice Reviews* subscribers at a substantial discount and subsequently reached out to subscribers of *The Charleston Advisor* with the opportunity to “Add CCA,” again at a very favorable price. These initiatives garnered few subscriptions. As a result, the fiscal year ended with subscription revenues of approximately \$30K (net to Choice), only 60% of budget. Currently we are looking at outside sales agencies to help us drive subscriptions, but these discussions are in their infancy. For FY20 we are thus forecasting continued—gradual—growth of some 7% over the budgeted \$37.5K for FY19, bringing projected subscription revenue to \$40K. Advertising contributed some \$12.2K during FY18, and we see little increase in that amount over this year and next.

As a reminder, under the terms of our agreement, Choice and The Charleston Company split revenue and expenses equally; the amounts discussed above thus represent 50% of gross business.

Open Choice

The feasibility of the *Open Choice* project has always centered around three basic questions: (1) Is there a demand for the product as we have planned it? That is, do the functionalities planned for the service answer the needs of instructors, instructional designers, and librarians—in other words, end users—faced with the task of adopting OER for classroom instruction? (2) Given the size of our investment, projected at some \$1.2MM, what business model will afford us a reasonable chance to recoup this sizeable investment? (3) Can we secure sufficient funding to build a baseline version of the product?

Interestingly, it was the third of these issues, funding, that was solved first, owing to the generous action of the ACRL board of directors, which approved a package of grants and “swaps” totaling some \$975K for product development. With substantial funding thus secured, we set about to address the other two issues: end-user demand and business model. As a test of end-user demand, in March of this year we deployed a survey to 88,000 academic instructors, asking about the methods used to identify and evaluate course materials. The “Course Materials Adoption Survey” devoted a significant portion of the survey to users of open educational materials, asking, among other things, about the factors that went into their adoption decision, who was responsible for the decision, the resources they used to identify and evaluate OER candidates, and the tools they deemed most necessary to these tasks. The survey responses validated the need for the product as we have proposed it. Key findings from the survey, including their implications for academic librarians, were captured in a Choice white paper by Steven Bell, published this past September and available at <http://www.choice360.org/librarianship/whitepaper>.

But our attempts to find a workable business model have been less successful. Inclusive access programs, in which commercial publishers offer all students in a course digital access to instructional materials at deep discounts, have addressed one of the major drivers of interest in open educational resources, affordability. Other commercial services, such as Lumen Learning, Intellus Learning (Macmillan, now distributed by EBSCO), and Cengage's OpenNow, offer open educational resources with proprietary ancillary materials on a dedicated platform that serves as an LMS. For its part, Unizin, a membership-based educational organization dedicated, among other things, to affordability, negotiates content licenses with publishers and others on behalf of its members and promotes free alternatives like OER and faculty-generated content. These initiatives, particularly when adopted at the system-wide level, have diluted or preempted some of the demand for a service such as ours.

When we turned our attention to those committed to noncommercial, open systems we found other roadblocks. Given our assumptions as to price points and likely market penetration, subscriptions at the level of individual campuses appeared to stand little chance of generating the revenue needed to recoup development costs. Subsequent to that finding, we spent a significant portion of the summer investigating opportunities at the consortial level, culminating in proposals to two large university consortia, in which we offered to create dedicated pilot services for their members. Despite initial encouragement from these organizations, both ultimately decided that a new service, SUNY-Geneseo's less robust, but free, Oasis proved to be sufficient for their needs. Indeed, given the extent to which the OER community is decentralized, with individual states, consortia, and university systems partial to creating tools and collections on their own or taking advantage of existing free services available from OER Commons, OpenStax, or Open Textbook Library, the market for a large, centralized, "top-down" system such as ours seems too small to sustain it. Ultimately, we found it difficult to differentiate our service from these alternatives with enough clarity to make it attractive to university systems.

While our initial idea for a campus wide, top down system does not seem feasible, we did have great interest expressed in this project with more than 550 faculty members indicating interest in reviewing OER materials for Choice, and over 150 reviews commissioned using the detailed [review template](#)²³ CHOICE developed. We are exploring ways that we still might drive revenue from the interest in OERs.

Advertising and Sponsorships

Sponsorships are growth opportunities for Choice. "Classical" advertising in *Choice* and *Choice Reviews*—space and banner ads and eblasts and newsletters—yielded just above \$600K (before commissions) in fiscal years FY15-17 but dipped substantially this past year. While we expect a rebound in FY19 and FY20, these classical modalities appear incapable of delivering significant revenue expansion, at least

²³ View the template at <http://openchoice.choicereviews.org/review/new>

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without the addition of new products. But the success of the ACRL/Choice sponsored webinar program has given us cause to look for additional, related opportunities, as described here.

From FY14 through the end of FY18, some seventy-six thousand people registered for our 123 webinars, and over twenty-nine thousand of these registrants attended the webcasts. Annual gross revenue was down somewhat in FY18, owing to a contraction of the ProQuest commitment, but is off to a good start in FY19. The success of the program demonstrates that there is a demand for free, professional-development content among our membership. In response to this demand, during FY18 Choice began two initiatives. First is a podcast series, *The Authority File*, consisting of hour-long conversations with authors and library thought leaders, typically underwritten by publishers. Engagement grew throughout its first year, with an average of 860 downloads and 990 streams for each of the fifty-seven episodes produced through August, and the program garnered some \$15.5K in sponsorship revenue overall. We have conservatively budgeted for an equal amount in FY19 and project no slackening of demand in FY20.

The other initiative is a program under which surveys and whitepapers deployed and written by Choice are underwritten by a sponsoring agency. Two such white papers, “The Evolving Institutional Repository Landscape” and “Marketing Academic Library Resources and Services,” were published in FY18, bringing in \$40,000 in sponsorship revenue, and we anticipate matching that number in FY20.

* * *

While it is difficult at this early date to know just what FY19 will bring (let alone FY20), what we *do* know is that business planning and strategic discussions are more or less constant at Choice, with new ideas under constant scrutiny, refinement, and, where feasible, testing. Currently under consideration, for instance, are a Choice bookstore, syndication of the Outstanding Academic Titles list in various formats and with varying selection criteria, sponsored subscriptions for community college libraries, and others. None of these ideas is discussed in this document or made part of our forecast here, but it would be unwise to discount their potential effect. Watch this space.

With these points in mind, we make the following *pro forma* assumptions regarding the FY20 budget found on [page 19](#) .

General Assumptions

Basic Budget Assumptions

1. All ALA and ACRL fiscal policies will be followed in the development of the budget.
2. The mandated reserve (as set by the ACRL Board) for ACRL and *CHOICE* will be maintained.
3. Professional development offerings must be operated on a full cost-recovery basis.
4. Non-serial publications must be operated on a full cost-recovery basis.
5. Salaries and benefits for division staff will be equal to or less than 45% of the total operating budget. *As a 2-year average to match the swings in the operating budget.*

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6. Total administrative costs for the Division will be equal to or less than 60% of the total operating budget. *As a 2-year average to match the swings in the operating budget.*
7. New projects that don't generate revenue will be charged to the membership services category.
8. Personnel allocations for salaries, benefits, and other related costs and office services, such as postage, copying, telephone, etc., will continue to be charged to the various programs as a percentage of the time spent on the programs.

Modified accrual accounting

ALA uses accrual accounting, a method which recognizes revenues and expenses at the time the event is held, or product delivered. This method ensures that revenues are on hand for refunds should said event or product not be delivered. However, ACRL has requested that ALA continue to "recognize" the expenses leading up to the conference/event as they occur so that staff can monitor expenses and adjust as needed. Should ALA be able to develop easily obtained reports detailing expenses, ACRL would consider switching to a full accrual system. At this time, however, we are "paying as we go" and earning the revenues only after we deliver the product, e.g., the publication, the conference, etc.

Given that FY20 is a non-conference year, ACRL would expect a deficit of at least \$250,000 to cover planning expenses for the conference. In addition, because ACRL still has a strong net asset balance we anticipate a larger deficit budget to continue to invest some of the \$3.4 million net asset balance in programs and services that assess and address member needs. If after a few years, there is not sufficient revenue to support some of the new initiatives and staffing we can always rebalance expenses against revenues.

Revenues

- + Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.
- + At least \$25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY21).
- + The Colleagues program has been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders continue to exceed expectations in the fundraising for the ACRL Conference. Other programs have been slightly more challenged, e.g., awards, as sponsors continue to look for more engagement with customers in return for their sponsorship. Staff will budget conservatively for donations related to specific projects. (*Projects 3206, 3800, 3833, and 3835*).
- + An estimated \$ **\$200,000** in income from the ACRL long-term investments will be recognized in the draft operations budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (*Project 3200*).

Expenses:

- Travel and communication costs will continue to increase and will be carefully monitored (*all projects*). *Travel and administrative expenses were reduced based on prior year actuals.*

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- All staff positions will be filled, and a Diversity Alliance resident will continue in the budget. We will also budget for a one-year extension for the ACLS Public Fellow so that the outreach work for Project Outcome may continue. Some funds also will be budgeted for interns and temporary help.
- Friends Fund disbursements for FY20 will be budgeted at \$32,000 in anticipation of successful fundraising for the RBMS scholarships. (Project 3838)
- ACRL will budget to transfer \$450,000 from its net asset balance to the Choice net asset balance in return for Choice transferring \$350,000 from its Long-term Investment (LTI) to ACRL's LTI. *Not included in draft budget.*

Assumptions by Strategic Goal

Goals are listed in the order in which they appear in the *ACRL Plan for Excellence*.

Value of Academic Libraries

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

Objectives

1. Articulate a research agenda that communicates the value of academic and research libraries.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Build on Assessment in Action to expand community of practice and professional development opportunities.
4. Support libraries in advancing issues of equity, access, diversity, and inclusion.

Expenses

- \$30,000 will be budgeted for mini grants to practitioner-scholars to carry out research on key questions identified by the June 2020 action-oriented research agenda. These will be awarded through a competitive selection process (10 grants of \$3,000 each); (Project 3703)
- \$11,250 will be budgeted for support for academic librarians to present at higher education conferences about VAL related topics, above and beyond the ACRL Liaisons program. These will be awarded through a competitive selection process (6 people @ \$1,875 each as follows: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); (Project 3703)
- \$2,000 For maintenance of literature analysis dashboard created by OCLC Research. (Project 3703)
- \$10,000 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. (Project 3703)
- \$25,000 will be budgeted for potential messaging campaign to communicate the value of academic libraries. (Project 3703) *Not included in draft budget.*

Student Learning

Goal: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

Objectives

1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.
2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.
- 3.

Expenses

- \$10,000 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee.
- ~~\$10,500~~ \$8,000 will be budgeted for maintenance and development of the Information Literacy Sandbox.
- Funds (estimated up to \$8,000) will be budgeted if a second Immersion faculty curriculum retreat is needed. *(Project 3830) Not included in draft budget; faculty recently completed a curriculum revision and a retreat is not needed in FY20.*
- One Immersion Program will be offered in FY20: the redesigned Immersion curriculum which integrates content from the separate tracks into one offering. *(Projects 3830)*. The program will break even or net a small profit. We are also planning on offering at least one regional Immersion program at a location to be determined *(Project 3834)*. This change addresses the trend toward making more regional programming available. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. *(Project 3830)*
- Funds will be budgeted for Immersion faculty observers for the non-regional Immersion Programs *(Projects 3830)*.

Research and Scholarly Environment

Goal: The academic and research library workforce accelerates the transition to more open and equitable systems of scholarship.

Objectives

1. Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.
2. Enhance members' capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship, and power and privilege in knowledge creation systems.
3. Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.
- 4.

Revenues

- + \$10,000 will be recognized from hosts of the 5 subsidized scholarly communication workshops, which are partially subsidized (@\$2,000 each). *(Project 3702)*

Expenses

- Continue offering ACRL licensed workshop on Scholarly Communication with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an estimated direct cost of \$ 16,750 (\$9,250 travel 2 presenters x 5 workshop locations (per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations). *(Project 3702)*
- \$10,000 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. *(Project 3702)*
- \$11,250 to support travel by a member leader & a contract researcher to present on research agenda at higher education and library conferences, above and beyond the ACRL Liaisons program. 3 trips x 2 people = 6 total @ \$1,875 each: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); *(Project 3702)*
- \$30,000 will be budgeted for research grants to practitioner-scholar academic librarians to carry out research on key questions identified by the Spring 2019 action-oriented research agenda. These will be awarded through a competitive selection process (6-10 grants of \$3,000 - \$5,000 each); *(Project 3702)*
- \$11,250 for travel scholarships to academic librarians to present at higher education conferences about their scholarly communications research, above and beyond the ACRL Liaisons program. These will be awarded through a competitive selection process (6 people @ \$1,875 each as follows: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); *(Project 3702)*
- An additional \$32,697 is budgeted to pay the following:
 - \$14,000 for Library Copyright Alliance (\$14,000 shown in Govt. Relations Project 3704)
 - \$6,200 for SPARC dues;
 - \$5,000 for Open Access Working Group;
 - \$497 for COUNTER dues;
 - \$4,000 for OpenCon2019 2 sponsored scholarships;
 - \$3,000 for advocacy efforts to influence legislative and public policy *(Project 3702)*

New Roles and Changing Landscapes

Goal: The academic and research library workforce effectively fosters change in academic libraries and higher education environments.

Objectives:

1. Deepen ACRL’s advocacy and support for the full range of the academic library workforce.
2. Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.
3. Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.
- 4.

Revenues

- + \$25,000 in revenues from the ACRL Diversity Alliance will be budgeted. *(Project 3402)*

Expenses

- \$10,000 will be budgeted as a placeholder for new initiatives to support this goal. *(Project 3403)*
- \$1,500 in ongoing costs for the ACRL Diversity Alliance. *(Project 3402)*
- \$2,500 in ongoing costs for the online “Leading Change” course slated to launch in FY19.

Enabling programs and services: Member Engagement

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

Membership Services

Revenues

- + Membership revenues will be budgeted using the FY18 actual. The FY20 revenue was projected based on the August 2018 membership of 10,046 (this number excludes the 214 non-dues paying members in FY18). FY20 will be a non-conference year for ACRL. Our membership typically decreases 1.38% on average in a non-conference year, but in the last five non-conference years, membership decreased by 3.51% on average. We recommend budgeting for a 3.5% decrease from FY19 membership (projected to be 10,140). FY20 membership is projected to decrease 3.5% from the FY19 level. Also, ACRL may increase dues slightly in FY20 (if the Board implements an increase based on a possible change to the HEPI index). Staff will continue to adjust this recommendation based on the monthly membership reports.

Expenses

- Membership benefits and support for member services will be budgeted following FY18 actual. *(Project 3200)*
- ACRL will budget \$5,000 to sponsor five ALA Emerging Leaders. *(Project 3200)*
- ACRL will budget \$6,000 to print *C&RL News* wraps welcoming new, reinstated, and renewing members and encouraging lapsing members to renew. *(Project 3200)*
- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$4,464= (\$8,929/4) x 2
- ~~\$7,000~~ \$14,000 will be budgeted to support two ALA Spectrum Scholars. B&F members wondered if we should budget for additional scholarships. The Board agreed to support two Spectrum Scholars at its 2018 Fall Meeting. *(Project 3200)*.
- \$50,000 for as yet unidentified strategic initiatives will be budgeted. *(Project 3200) Not included in draft budget.*
- \$25,000 for coordinated member research efforts. *(Project 3200) Reduced to \$10,000 in draft budget.*
- \$25,000 may be budgeted to for membership marketing *(Project 3200) Reduced to \$15,000 in draft budget.*

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Board and Executive Committee

Expenses

- Funds will be budgeted to support a suite for the ACRL President at Midwinter and Annual Conference—typically about \$340/night/5 nights. *(Project 3201)*
- Funds (estimated: ~~\$57,550~~ **\$63,022** will be budgeted for a FY20 Board Strategic Planning and Orientation Session. Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees. *(Project 3201)*
- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$4,464 = (\$8,929/4) x 2 *(Project 3201)*

Advisory services and consulting

Revenues

- + Gross revenues of \$143,500 will be budgeted for consulting services in FY20, yielding a modest net of \$16,000. *(Project 3203)*

Discussion Groups

Expenses

- No funds beyond staff support will be budgeted as discussion groups do not receive a base funding allocation.

Awards

Expenses

- Donations to support awards will be recognized and staff time, administrative fees, and direct expenses will be budgeted to support the awards program, which consists of 21 awards. *(Project 3206)*

Chapters

Expenses

- Per member allocations to ACRL Chapters will be funded at \$1.00 per ACRL member residing in the state or region but budgeted based on historic usage of these funds which is below the maximum funding allowed. As ACRL looks to reduce expenses this area of expense reimbursement merits examination. Less than half of the chapters avail themselves of this funding. *(Project 3207)*
- Funds will be budgeted to support the ACRL Chapter Speakers Bureau program, which funds ten visits to ACRL chapters by ACRL officers. *(Project 3207)*
- Because no chapter has ever requested funds under this program since its inception, no funds will be allocated in the FY20 budget to implement the Board's policy to give \$10 to chapters for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal

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year after chapters document membership campaign activities focused on recruiting to ACRL national. If a chapter did undertake this activity, ACRL could fund this from the net asset balance.

Committees

Expenses

- Committees are allowed up to \$150 each. Based on historical requests, \$1,200 will be budgeted.
- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $\$4,646 = (\$8,929/4) \times 2$

Sections and Interest Groups

Expenses

- Expenses for sections will be budgeted using the section funding formula in place, a base allocation of \$1,000.00 with an additional \$0.75 per section member over 400 (as of August 31).
- Interest Groups are allowed up to \$150 each. Based on historical requests, \$1,500 will be budgeted.
- Leadership Council catering for Midwinter and Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $\$4,464 = (\$8,929/4) \times 2$

Liaisons to Higher Education Organizations

Expenses

- See Advocacy section.

Special Events

Expenses

- In recent years, the number of ACRL section and interest group special events at conferences has averaged 16 per year. That average is expected to hold steady through 2020. (*Project 3833*)

Government Relations (Project 3703)

Expenses

- \$14,000 for Library Copyright Alliance (\$14,000 shown in Scholarly Communication Project 3702)
- \$6,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (*Project 3704*)
- \$3,000 for general travel to support legislative and policy advocacy (*Project 3704*).

Scholarships

Expenses

Funds for scholarships shall be budgeted as follows (Project 3838):

- 2020 RBMS Conference scholarships @ \$16,000 (based on estimated FY18 profit share)
- Immersion Programs @ \$12,000
- E-learning scholarships @ \$1,000
- Miscellaneous @ \$3,000 *Not included in draft budget.*

Annual Conference Programs

Expenses

- Financial support for ACRL's ALA Annual Conference programs will continue at \$20,000 (per Board Action, June 2004). *(Project 3835)*
- The President's Program budget will be \$7,500. *(Project 3835)*
- Funds of \$200 will be budgeted for a front and back flyer that includes the award winners for the ACRL President's Program. *(Project 3835)*

Enabling programs and services: Publications

Non-periodical publications

Overall: The FY18 performance, approx. \$376,000 gross revenues and net revenues of \$58,000 should be a good predictor for FY20. Revenues will exceed expenses. *(Project 3400)*

Revenues

- + In FY20, non-periodical publications will be able to recover costs and net a small-medium excess revenue based on the current list of books in progress and expanding backlist. *(Project 3400)*
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest in FY20. *(Project 3400)*

Expenses

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

Library Statistics (Project 3202)

Revenues

- + We expect print sales to further decline as we undertake more aggressive marketing and product enhancements to the ACRL Metrics interface. ACRL Metrics revenue is expected to hold steady at FY19 level unless additional consortial agreements are signed. Sales of the ebook versions of ACRL Trends and Statistics through ProQuest are expected to increase.

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- + Revenue from the new ACRL/LLAMA Interdivisional Academic Library Facilities Survey database is expected to break even with expenses in the first year and revenue from the will be budgeted in 3202 (FY20).
- + .

Expenses

- We will budget to continue the ACRL Academic Library Trends & Statistics. (Project 3202)

Standards and guidelines (Project 3204)

Revenues

- + A small amount of revenue from sales of bundles of the *Standards for Libraries in Higher Education* and *IL Framework* – approx. \$600 for the *Standards* and \$1600 for the *Framework* will be budgeted. (146 packages of 10 @ \$15 each or \$2,190 total). Estimate of \$1,950 is based on FY18 actual sales. However, staff will also consider a small price increase to better recover costs. (Project 3204)

C&RL (Project 3300)

Revenues

- + C&RL revenue continues to come solely from online advertising following the move to an open access online only publication in January 2014. These revenues will continue to be less than what we have previously earned through prints sales but should remain on par with FY18 actual. (Project 3300)

Expenses

- Online hosting expenses should decrease from FY18 levels, holding fairly steady with FY19 actual, due to the cessation of preprints in January 2019. This move means we are only paying once per article to add to OJS as opposed to paying for adding both the preprint and final versions. (Project 3300)

C&RL News (Project 3302)

Revenues

- + Subscriptions: Subscriptions dropped 10% between FY17 and FY18. At this time, we will budget a similar drop for FY20 unless we see a material change in FY19 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Product ads: Overhead exempt revenue (ads in the print magazine and on the website, along with sponsorships of table of contents alerts) are projected to be up from FY18 actual. Online revenue from ACRL e-blasts along with ACRL Update and Keeping Up With sponsorships that are recognized in the News budget are projected to be even with FY18 final numbers. =
- + Classified ad revenues will be budgeted at approximately \$400,000, (\$414,000 was budgeted

based on FY18 actual and FY19 trends) consistent with the amount we've seen in FY17 and FY18. Classified ad revenue grew steadily from 2010 through 2017, then declined slightly in 2018. ALA JobLIST maintains high visibility in the LIS niche and works to make a compelling case for its unique value as a powerful recruitment tool, which has insulated it a bit from the downward pressure on prices faced by the larger recruitment advertising industry as online job ads are further commoditized. Print job ads now account for only a few thousand dollars of classified ad revenues annually and seem likely to cease altogether within the next couple of years. Online ad revenues and expenses are split with American Libraries 50/50 through operation of the ALA JobLIST online career center. *(Project 3202)*

Expenses

- Some funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. *(Project 3302)*
- \$14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. *(Project 3302)*
- Approximately \$20,000 will be budgeted for ALA JobLIST's ongoing operating expenses, primarily a monthly fee to the platform provider. *(Project 3302)*
- *C&RL News* page counts will remain at FY18 levels, pending revenues and expenses. *(Project 3302)*
- Slight increases in printing and postage are anticipated. *(Project 3302)*
- Ongoing online hosting expenses will remain at FY18 actual levels (per issue charges plus ongoing costs for altmetric data, Portico preservation, etc.) following the transition to Open Journal Systems in FY17. Additional expenses for special projects may be incurred as well. *(Project 3302)*

RBM (Project 3303)**Revenues**

- + Subscriptions dropped at a slower rate than expected (15% actual versus 32% projection) in FY18, the first full subscription year following the transition of the journal to open access online. We will budget an 18% decline for FY20 from FY18 actual based on the number of actual subscribers for the fall 2018 issue (FY19). Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Product advertising in the print version of *RBM* is expected to increase slightly from FY18 actual while online advertising will remain at the same level as FY18 actual.

Expenses

- Online hosting expenses will remain at FY18 levels following the transition to Open Journal Systems in FY17. *(Project 3303)*
- Slight increases in printing and postage are anticipated. *(Project 3303)*
- Page counts should remain at FY18 levels. *(Project 3303)*

CHOICE**Choice Revenue:**

- + *Choice Reviews* subscriptions will grow by 2%.
- + *Choice* magazine subscription revenue will continue to decline at its current level of approximately 4% annually.
- + *Reviews on Cards* will decline at 10%.
- + Despite strong marketing effort at both Choice and ProQuest, subscriptions to *Resources for College Libraries* will be flat to FY18 in both FY19 and FY20. RCL licensing will remain at around \$15K for the use of RCL content in ProQuest's eBook Central.
- + Net (to Choice) revenue for *ccAdvisor* will be budgeted at around \$50K for combined subscriptions and advertising.
- + Advertising net revenues:
 - o We are assuming that gross advertising revenue for *Choice* magazine will revert to the mean and will stabilize at historical levels (~\$400K) for both this year and the next.
 - o Similarly, *Choice Reviews*/newsletters/eblasts will remain flat or modestly above FY18 (~\$200,000) for both of the next two years.
 - o Overall advertising revenue from all sources (*Choice Reviews*, *Choice* magazine, *ccAdvisor*, white papers, podcasts, newsletters, and eblasts) will grow approximately 8% over FY18 levels, reaching approximately \$640K.
- + We will budget for 25 webinars at an average price of \$7,500, for gross sales of ~\$160K. Assuming the current financial split with ACRL (85/15), this delivers just over \$150K to Choice before sales commissions.
- + Royalties from licensing of *Choice Reviews* will decline slightly over current levels, to perhaps \$495K, for the reasons described herein. RCL licensing, as noted above, will remain flat at \$15K.

Choice Expenses:

- Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
- All other direct expenses, with the exception of amortization of capitalized expenses, will remain below FY18 levels, owing to continued economies and a recent reduction in force.
- Overhead assumption: 13.2% of revenue.

Choice Bottom Line:

- Revenues will be flat to FY18 levels.
- Expenses will fall 5%.
- For FY20, net revenue should come in on or close to break-even.
- Outstanding issue: *Open Choice* capitalization and amortization

Enabling programs and services: Education

ACRL 2021 Conference (Project 3808)

Revenues

- + All revenues pertaining to ACRL 2021 will be recognized in April 2021 after the conference is held.

Expenses

- FY20 is a non-conference year for ACRL, which typically means that it is a “spend down” year as we expend funds to prepare for the ACRL 2021 conference without revenues to offset these expenses. Staff salaries and benefits as well as certain deposit and other planning expenses will be budgeted.

Preconferences and workshops

Revenues

- + Revenues generated from registration fees will cover the costs for Annual preconferences, as these events are budgeted to at least break even. We will budget attendance conservatively to minimize the possibility of having to cancel any event(s) due to low registration numbers. (Project 3811).
- + The RBMS 61st Annual Conference will be held in FY20. Revenues and expenses for this program will be set to break even. (Project 3800) Given its strong 60+year history, registration revenues continue to be budgeted at 95% of the previous year’s registration figures.

Expenses

- Sections sponsoring preconferences (e.g., RBMS) in FY20 may participate in the program to share net revenue with ACRL, which is spent from the fund balance in FY17. (Project 3275 and 3838)

Online learning (Project 3340)

Revenues

- + E-learning webcasts and courses will be developed and offered in FY20. We project the number of multi-week course offerings to stay the same or decrease slightly from FY18 levels and expect webcast offerings to stay the same from FY18 levels. We anticipate total revenues will be a little down from FY18 actuals, which saw a peak compared to FY15-17 revenues. (Project 3340)
- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY20.
- + ACRL will continue to offer group registration rates for e-Learning webcasts, as well as the “frequent learner program,” and special pricing for webcast series. (Project 3340)

Expenses

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

Licensed workshops (Project 3341)

Revenues

- + ACRL will continue to license full-day workshops to institutions, chapters, and consortia upon request. Six available workshops cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, the Intersections of Information Literacy and Scholarly Communications, Data Management, and the Framework for Information Literacy for Higher Education. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)

Expenses

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop at least one new workshop in FY19 and hiring new presenters in FY20, ACRL will budget for 6 new presenters to shadow workshops in FY20.

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

- \$30,000 will be budgeted to support the work of ACRL’s External Liaisons Committee (formerly Liaison Coordinating Committee) through its grants working group. (Project 3501)
- ACRL will continue organizational support Project COUNTER, CHEMA, EDUCAUSE ([dropped EDUCAUSE Dues from draft budget saving \\$2,000](#)), FTRF, American Council of Learned Societies, National Humanities Alliance, and CNI. (Project 3501)
- Modest funding to support additional visits (as opportunities arise) to higher education organization conferences and meetings and those of information –related organizations will be included in the budget. (Project 3501)

Communication on major issues and trends in libraries and Higher Education

Expenses

- Continue membership in Library Copyright Alliance at direct cost of \$28,000 plus staff time, travel. (Projects 3702 and 3704)
- Funds will be budgeted to support ACRL’s advocacy efforts to influence legislative and public policy. (Projects 3702 and 3704)
- The full Board will participate in a virtual spring meeting but \$6,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA’s Legislative Day in Washington, D.C. (Project 3704)

Project Outcome (Project 3712)

Expenses

- \$50,000 will be budgeted for web maintenance costs for the new ACRL Project Outcome toolkit in the first year.
- \$40,000 will be budgeted to cover travel expenses (airfare, lodging, per diem) for staff or contractor to deliver 20 conference presentations and 5 full-day pre-conference workshops to promote the new toolkit in FY20.
- \$56,500 will be budgeted for staff (or contract) time for promotional work. For a limited, one-year term a staff (or contract) position is needed to design training (in person and online), organize a series of webcasts, and travel to conferences to run presentations and workshops. (The expense associated with the time for these activities are estimated at \$4500 for designing in person and online training; \$2000 for coordinating with AiA RoadShow curriculum designers; and 25 conference trips at \$2000 each.)
- Additional ACRL staff time of 15 hours/week will be needed to provide customer service and technical support for Project Outcome users. After FY20, this time commitment will likely go down.
- \$20,000 will be budgeted for PLA staff time for continuing support on Project Outcome.

Operations

Operational activities relevant to the quality of ACRL's strategic and enabling programs and services are reported below.

Staff and office

Expenses—ACRL

- ACRL's staff budget will include a Diversity Alliance resident and a one-year extension for the ACLS Public Fellow or other term position to staff Project Outcome.
- ~~\$12,000~~ \$5,000 will be budgeted for contract services as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- A small amount of money will be budgeted for replacement printers and furniture as needed. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted.

Expenses—CHOICE

- See *Choice* expenses.

ALA Relationship

Long-term investment

- + ACRL will budget transfer of \$350,000 from its net asset balance to Choice's net asset balance in return for CHOICE transferring \$350,000 from its LTI to CHOICE's LTI. *Not included in draft budget.*
- + ACRL's general overhead payment to ALA will be budgeted at FY20 levels as policy requires, currently estimated at about \$210,000 (FY18 final actual).

Expenses—CHOICE

- + CHOICE's general overhead payment to ALA will be budgeted at approximately \$425,000 in FY20, based on FY18 actual (third close).

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To: ACRL Budget and Finance Committee
From: Mary Ellen K. Davis, ACRL Executive Director
Date: January 18, 2019
Re: Overview of FY20 budget
cc: ACRL Board of Directors

Executive Summary

ACRL TOTAL	FY20	FY18	\$ Var from	% Var from
	Budget	Actual	Actual	
Revenues	\$2,603,423	\$2,691,183	(\$87,760)	-3%
Expenses	\$3,563,816	\$3,423,870	\$139,946	4%
NET	(\$960,393)	(\$732,687)	(\$227,706)	-31%
Ending net asset balance	\$1,912,416	\$3,430,260	NA	NA

CHOICE TOTAL	FY20	FY18	\$ Var from	% Var from
	Budget	Actual	Actual	
Revenues	\$2,760,003	\$2,813,283	(\$53,280)	-1.89%
Expenses	\$2,851,697	\$2,945,284	\$93,587	3.18%
NET	(\$91,694)	(\$132,001)	\$40,307	30.54%
Ending net asset balance	\$2,917,124	\$2,926,294	NA	NA

ACRL Budget overview

The attached spreadsheets document anticipated revenues and expenses for FY20 by project, based on the budget assumptions as developed by staff and the Budget & Finance Committee, and then revised and approved by the ACRL Board at its 2018 fall meeting. Staff

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included all the assumed expenses in the initial draft budget and then reviewed the bottom line.

The initial FY20 deficit was large enough that ACRL's resulting net asset balance was above the minimum required by ALA policy, i.e., 25% of the last four year's average expenses, but was closer to the "high risk" scenario the Budget & Finance Committee developed (B&F Document 8.0). While technically we need only keep in reserve what ALA policy requires, in practice ACRL has kept a larger net asset balance. ACRL has done this primarily for two reasons: 1) it provides flexibility and gives the Board resources to tap into to support new initiatives and 2) should there be an extraordinary event, such as an ACRL Conference cancellation, there would be money on hand to sustain the organization. As another point of comparison, the Council of Higher Ed Management Association executive directors recently shared their net asset balance policies, and many were more conservative than ALA's (B&F Document 20.0)

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

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

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

This brings us back to the draft FY20 budget, which currently has a projected net asset balance of \$1,912,416 against the minimum required by ALA of \$1,052,784. To present you with a draft budget that stayed above the net asset balance required by ALA and closer to that recommended by previous Budget & Finance Committees, staff removed/reduced some expenses from those articulated in the FY20 budget assumptions, while still investing in a number of programs and services. Some expenses were "trimmed," e.g., less money for travel, catering, supplies, staff professional development, etc. and some items were removed from the budget. Those removed and those with specific amounts called for and then reduced are noted on the updated Budget Assumptions Document (#6.0). A few of the

eliminated expenses are highlighted here:

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

The spreadsheets in document 9.0 provide an overall executive summary that identifies revenues and expenses in the three main areas of membership dues and services, publications, and professional development. The next spreadsheet is an executive summary of the budget through the lens of the Plan for Excellence goals and enabling programs and services to provide a quick glance at how strategically ACRL's resources are allocated.

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

As one considers the FY20 budget, it becomes evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conference. We continue to look for ways to diversify revenue streams and while we have seen an uptick in revenues generated by book sales, classified advertising, and online advertising, these revenue streams can be a bit mercurial and advertising tends to increase in an ACRL Conference year and decrease in the following year.

FY20 revenue streams

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

- **Membership.** The number of ACRL members has been in a steady decline despite more efforts at retention. The FY20 revenue was projected based on a decrease of 3.5% on the August 2018 membership of 10,046, the percentage of decrease we have seen in the last five non-conference years. ACRL has historically increased dues slightly up to the HEPI index but no increase is included in this draft budget as the Board will make its decision on dues at the Annual Conference. Revenues from consulting are projected to increase over FY18 since contracting with one of ACRL's consultants to manage the program. A number of revenue-generating ideas are being explored.

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- **Publications** are budgeted fairly flat over FY18 with classified advertising staying flat but print advertising declining. In addition, ACRL has recategorized its advertising revenues to distinguish between those that appear in a publication that is a perquisite of membership and those that do not. The “operating agreement” allows division journal advertising included in a membership publication to be free of overhead payments. In reality most of ACRL’s advertising is online in an open access format and does not qualify for exemption from overhead. For *C&RL News* alone that adds an expense of about \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising. This coupled with decline in advertising means *C&RL News* needs a subsidy rather than returning net revenues to support other areas of the association. Book sales are budgeted flat to FY18. Online sales of ACRL Metrics and the new facilities survey database are expected to increase but with the additional expenses net sales should be flat to FY18.
- **Education** revenues are down significantly from FY19 because it is not a conference year. Net revenues from other professional development events are budgeted to break even and they do in the FY20 draft. Webinar revenues are down from FY18 primarily because FY18 webinar registrations were fueled by the successful Information Literacy Framework six-part series. The Information Literacy Framework also increased licensed roadshows in FY18 so FY20 is budgeted at a decline from that peak. Staff are working to identify new roadshows to develop.

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

Major strategic initiatives

ACRL continues to spend down of the net asset balance in FY20 but just as the libraries ACRL serves have had to prioritize programs/services, ACRL will need to do the same. ACRL may not be able to continue to fund as many new ideas as it has in the past. Specific initiatives included in the FY20 budget are articulated in the Budget Assumptions document (ACRL MW19 Doc 10.0; ACRL MW19 B&F Doc 6.0) and relate primarily to funding programmatic initiatives that support ACRL’s Plan for Excellence strategic goal areas, its new strategic initiative on equity, diversity, and inclusion, and invest in its enabling programs and services.

The FY20 budget extends many of these initiatives:

- \$154,000 to support the Research and Scholarly Environment goal which includes \$30,000 being made available for research grants, \$23,000 being made available for presentations about the agenda to higher ed conferences, and \$33,000 to pay for

- membership in other organizations including \$14,000 for the Library Copyright Alliance.
- more than \$324,000 is budgeted to further ACRL's Value of Academic Libraries initiatives, including the development of an adaptation of Project Outcome, an outcomes-based assessment tool, for academic libraries;
 - more than \$225,000 is budgeted for initiatives around student learning (most of the expenses in this figure are related to the various immersion programs which are offset by the projected registration revenues),
 - \$25,000 is budgeted to support ACRL's new roles and changing landscape initiative.
 - \$29,000 is budgeted for scholarships, \$14,000 to support two Spectrum Scholars and \$5,000 to support five ALA Emerging Leaders.
 - \$20,000 is budgeted to support the creation of new roadshow curricula.

Historical context for FY20 budget

Note: figures mentioned below shown after CHOICE discussion at end of document

As we consider the FY20 preliminary budget, it is helpful to consider it in its historical context.

Figure 1 (attached) shows ACRL's net revenues since FY2010. The peaks are the years in which ACRL held its major conference; the valleys are the even years without the conference revenues. On this chart ACRL's peak net revenue was in FY13 with net revenues of \$681,788, which is still a drop from the high in FY07 of net revenues of \$866,939. Since then, net revenues in conference years have been about the same although this comparison becomes more complicated as ACRL intentionally spends down its net asset balance. The decline of revenues from ACRL's publishing and dues revenue has contributed to the declining net.

Figure 2 shows ACRL Conference revenue trends. Gross revenues and attendance continue to increase, and *net* revenues, which take into consideration the expenses for both years of the two-year conference cycle, fluctuate, having declined from a high of \$642,298 for the 2005 Conference in Minneapolis to \$360,000 for the 2009 Conference in Seattle, then increased to \$597,621 for the 2015 Conference in Portland, and decreased back to \$475,320 for the 2017 Conference in Baltimore. The net of the 2017 Conference was 17% of conference revenues. As we review the FY19 Conference budget and take into consideration that this is the first year the budget recognizes 100% of the expected Conference revenues (in the past ACRL had budgeted recognizing 90-95% of the registration and exhibits revenue to provide a "cushion" in the budget should participation be lower than expected), we now have net revenues of \$55,011, or just 2.2% of total revenues. Future conference budgets should consider budgeting for net revenues of at least 10% of total revenues to ensure a steady income stream. ACRL has been fortunate to routinely exceed budgeted revenue targets and hold the line on costs, which has led to our healthy net revenues, but as we look to budget for future conferences, it may be prudent to increase our targeted net. We will have a preliminary look at the FY19 actuals at the June conference.

Figure 3 demonstrates the fluctuations of publishing revenues. Historically, subscription and ad revenues covered all publication expenses and also subsidized member programs. With the move to Open Access and decline in subscriptions *C&RL* and *C&RL News* switched to needing a

subsidy from member dues. *C&RL* will continue to need subsidies from other revenue streams, as its online ad revenue does not generate enough income to fully support the open access digital publication. By 2012, *C&RL News* had boosted its revenues with new advertising opportunities, such as ACRL Delivers and ACRL Update, and saw an increase in classified ad revenues, returning the *C&RL News* project to one with positive net revenues. In FY18 we reconsidered which advertising we were paying ALA overhead on since “advertising in journals that are perquisites of membership are overhead-exempt” but other advertising revenue is not. Since more of ACRL’s advertising now appears in various digital newsletters, etc. we reclassified that revenue as being subject to overhead, which made the *C&RL News* a deficit budget for the first time since 2010. We are also going to be noting how new GDPR requirements may impact the size of the lists we can deliver to advertisers, which may well reduce revenues.

Figure 4 shows membership dues revenues for the past ten years. The positive effect of the dues increase, approved in 2005 is quite evident. That dues increase also created a new member rate for students, which the Board reduced to \$5 effective with FY18; with that reduction we have seen a 67.9% increase in student members since August 2017. Currently 10.8% or 1,053 ACRL members are joining at the student rate. Of concern is the fact that, although small, regular dues increases have stabilized dues revenue, ACRL membership continues to decline. We will continue to work to articulate ACRL’s value proposition in a way that resonates with potential members and builds on ALA’s recruitment of academic and research librarians. We have persona research that we had hoped to use in a new ALA Connect but the rollout of the product has not been as robust as had been promised. ACRL will work with ALA to explore joint recruitment and retention opportunities.

Figure 5 shows the comparison of revenues/expenses by the three major categories for the last 5 years. The charts show the increasing dependence on net revenues from ACRL’s educational programs, especially the ACRL Conference, to support the organization.

Choice FY20 Budget Overview

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

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Since the adoption of the Choice strategic plan four years ago we have introduced a variety of highly successful programs, funded by sponsors and advertisers, that have reduced but not eliminated the impact of the decline in our traditional business. As these programs grow, and with our retreat from development of the discovery and review service we had proposed for *Open Choice*, calendar 2019—and thus a significant portion of fiscal 2020—will be devoted to a reevaluation of the services we provide the academic library community and the direction of our enterprise as a whole. As the year begins, we are exploring additional ways to expand our programs and add value to academic libraries. These and other issues influencing the budget for FY20 are discussed below.

For fiscal 2020 we have budgeted revenues of \$2,760,003 on expenses of \$2,851,697¹, for a net operating loss of \$91,693. As of this writing, we have not been provided depreciation figures for previous investments in technology, and final decisions have not been made as to how to account for capitalized spending on *Open Choice* during FY18. As a result, the budget as presented here lacks important inputs and is thus provisional.

Table 1: Choice Publishing Unit FY20

ITEM	FY20B	FY19B	FY20B v FY19B	FY18	FY20B v FY18
TOTAL REVENUES	2,760,003	2,797,720	(37,716)	2,813,284	(53,281)
TOTAL EXPENSES	2,851,697	2,715,197	(136,500)	2,945,285	93,588
NET REVENUES	(91,693)	82,523	(174,216)	(132,001)	40,308

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

Choice in print and digital formats

As has been true in recent years, circulation of print versions of our flagship product (*Choice* magazine, *Choice Reviews on Cards*) continues to deteriorate at approximately 9% year-over-year, with revenue decline, mitigated somewhat by price increases approximating 4%-5% annually. This pattern should continue in FY20, resulting in magazine subscription revenues of \$394,203 and card subscriptions of \$90,603. Overall, subscriptions to Choice reviews in print format in FY20 is budgeted to be down 8% against this past year (FY18).

Choice Reviews (CR) subscription revenue is budgeted to grow 2%, or roughly the rate of inflation, over FY18 in both FY19 and FY20. Added to this is \$12,000 in “miscellaneous” revenue from in-app placement of titles from *Choice Reviews* directly into EBSCO’s GOBI ordering platform.

Overall, at \$1,187,815, subscription revenue from all three Choice sources will be down approximately \$7,500 from FY19B.

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

Choice Royalties

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

Resources for College Libraries

Turnover among ProQuest staff assigned to RCL continues to be the norm, and as fiscal year 2019 began at Choice we were assigned both a new project manager and a new marketing person. It is too early to assess their performance, but RCL revenue has been relatively stable for the past three years, and it is safe to assume that subscription revenue will continue on its current trajectory. Accordingly, we have budgeted our share of RCL subscriptions at \$147,125 for FY20. ProQuest has recently integrated features from its Syndetics Unbound product into RCL and is contemplating reviving the deprecated *Bowker Book Analysis System*, formerly bundled with RCL. Both of these developments, but particularly the latter were it to become reality, could have a positive effect on RCL sales.

RCL's other revenue stream, royalties, has again this year been budgeted at \$15K overall for the use of RCL content in ProQuest's eBook Central (the former ebrary and e-Book Library) and in conjunction with the Choice OAT lists. We will somewhat arbitrarily credit \$7,000 of this to Choice, leaving \$8,000 credited against the RCL account.

CC Advisor

ccAdvisor, our collaboration with The Charleston Company, has not grown at the rate we anticipated at launch in September of 2018. Nonetheless, as of December, the number of subscribing institutions now stands at 355, a gain of 100 institutions since this time last year. To accelerate our sales, we have retained EBSCO as our exclusive sales agent to the institutional market, an arrangement that should go into effect in February of this year. Assuming the success of the move, we have budgeted gross subscription revenue of \$75K for FY20, 50% of which we share with Charleston. We are anticipating another \$25K in advertising revenue, yielding \$12,125 in net revenue to Choice.

Advertising and Sponsored Content

WEBINARS (project 3909): After a flat FY18, occasioned largely by a reduction in webcasts on the part of one major vendor, the Choice-ACRL sponsored webinars are back on track. As of this writing, contracts for the current fiscal year will exceed last year's totals by at least \$30,000, and we have already booked five webinars, totaling \$35,500, for fiscal 2020. Buoyed by this, we are budgeting gross revenue of \$195K (26 webinars at an average cost of \$7,500) for next year, 85% of which, \$165,750, is retained by Choice.

CONTENT MARKETING (project 3914):

White Papers: The success of the webinar program has demonstrated that there is a demand

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for free professional-development content among our membership. As previously noted, Choice has thus begun a program of library surveys and the publication of survey results as white papers underwritten by a sponsoring agency. During FY18 we published two white papers, garnering \$40K in sponsorship revenue, and we have one such study (\$17,500) scheduled for FY19 thus far. For FY20 we have budgeted for two, amounting to \$30,000. *The Authority File*, our podcast series, brought in \$15,500 in gross sales in FY18 and already has contracts in hand totaling \$26,800 for this year. For FY20 we have conservatively budgeted gross income of \$22,500. We will reassess and potentially readjust this figure later in the spring.

Newsletters and eblasts: Advertising revenue historically recorded at project 3913 (*Choice Reviews*) actually derives from three distinct platforms: banner ads, newsletters, and eblasts. Last year, *Choice Reviews* banner ads accounted for only 14% (\$26K) of advertising revenue in this project, down from 19% in FY17; our five newsletters brought in 26% of the total, or \$47K; and at \$109K, eblasts accounted for a hefty 60%. In other words, 86% of the advertising revenue traditionally recorded at 3913 derives from sponsorships that have very little to do with *Choice Reviews*. More properly, they are sponsored content, and since we now have a project consecrated to this function, for FY20, revenue from newsletters and eblasts has been reassigned to project 3914, Content Marketing, to more accurately reflect its provenance. For FY20, we are budgeting \$120K for eblasts, \$50K for newsletters, and an additional \$10K for sponsored content on Choice360.

Overall, then, gross revenue from this project, after sales commissions, should total \$225,394.

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

CHOICE MAGAZINE (project 3900): Prior to FY18, revenue from the sale of advertising in *Choice* magazine could comprise as much as 56% of total advertising and sponsored content revenue. In FY18, that amount fell to 47% (\$353K), and through February of this year, print ads are running 24% behind this time a year ago. We are hoping for a recovery in the spring of this year, and in that same spirit have decided to budget FY20 flat to last year, or \$350,000. We will know more in the coming months, but in any case it appears likely that we are seeing a definite shift in advertiser behavior, away from print ads and toward the more targeted opportunities afforded by, for instance, webinars, where vendors can tailor their message around topics of interest to the attendees.

Expenses

Reallocation of staff costs, plus cost-of-living adjustments totaling 3.33% above FY19 budget, account for the large jump in payroll between this year and next. Other variances in direct expenses are not notable, except perhaps for publication-related expenses, which benefited from reductions in printing, postage, order processing, and web operating costs.

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That said, missing from the expense lines are accurate depreciation figures (line 5530) for technology investments in projects 3900 (Choice Connect), 3913 (Choice Reviews), and 3918 (ccAdvisor). I have used last-year’s budgeted figures, totaling \$207,707, as a placeholder but the final figures will be different, and most likely higher, once previously capitalized costs for *Open Choice* are included.

Table 2: Direct Expenses

Direct Expenses	FY20B	FY19B	FY18	FY20B v FY18	FY20B v FY19B
Payroll and Related Expenses	1,759,756	1,562,713	1,618,841	(140,915)	(197,043)
Outside Services	70,650	56,410	187,180	116,530	(14,240)
Travel and Related Expenses	32,500	49,175	38,949	6,449	16,675
Meetings and Conferences	15,500	21,400	13,658	(1,842)	5,900
Publication-related Expenses	284,311	324,924	303,821	19,510	40,612
Operating Expenses	340,986	344,118	421,091	80,105	3,132
Subtotal Direct Expenses	2,503,703	2,358,739	2,583,540	79,837	(144,963)

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

Finally, during FY20, Choice will deliver \$369K to the ALA general fund, while at the same time paying all costs associated with its offices in Middletown, Connecticut. These include amortization of the loan, maintenance and upkeep, equipment, utilities, parking, and our own IT department. In fiscal 2018, these costs came to \$297,986. If ALA overhead covered our office expenses, as it does for units in Chicago, Choice would have had positive net income over each of the past four years.

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(Also ACRL MW19 Doc 10.1)

Table 3: FY19 Revenue

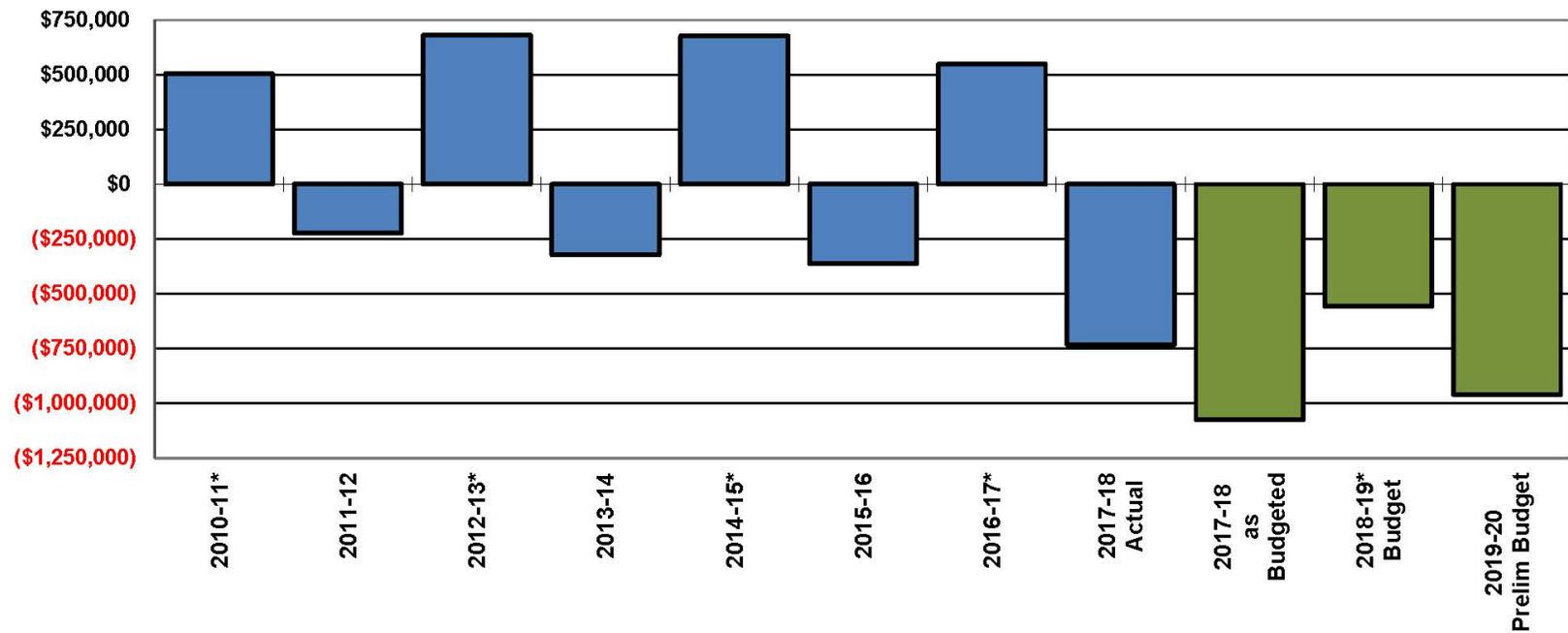
		FY20B	FY19B	FY18	FY20B v FY19B	FY20B v FY18	
SUBSCRIPTIONS							
3900	4110	Choice magazine	394,203	410,628	429,171	(16,425)	(34,968)
3901	4110	Reviews on Cards	90,603	95,371	100,070	(4,768)	(9,467)
		Subtotal: Choice Print	484,806	505,999	529,241	(21,192)	(44,435)
3913	4110	Choice Reviews	703,008	689,224	678,076	13,784	24,932
		Subtotal: All Choice	1,187,815	1,195,223	1,207,317	(7,408)	(19,502)
3905	4110	Resources for College Libraries	147,125	142,125	138,545	5,000	8,580
3915	4110	Open Choice	0	0	0	0	0
3918	4110	CC Advisor (Choice)	37,500	37,500	32,130	0	5,370
	4110	TOTAL SUBSCRIPTIONS	1,372,440	1,374,848	1,377,992	(2,408)	(5,552)
ADVERTISING & SPONSORED CONTENT							
3904	4143	Mobile app gross (Choice)	0	0	8,564	0	0
	4610	Commissions	0	0	(101)	0	0
		Mobile app net	0	0	8,463	0	(8,463)
3907	4140	Choice magazine	350,000	400,000	352,534	(50,000)	(2,534)
	4611	Commissions and agency fees	(11,375)	(13,000)	(10,856)	1,625	(519)
		Choice magazine net	338,625	387,000	341,678	(48,375)	(3,053)
3913	4143	Choice Reviews gross	30,000	200,850	183,340	(170,850)	(153,340)
	4610	Commissions	(900)	(6,026)	(5,601)	5,126	4,701
		Choice Reviews net	29,100	194,825	177,739	(165,725)	(148,639)
3914	4140	Content marketing (whitepapers, podcasts)	52,500	46,200	55,500	6,300	(3,000)
	4143	Digital marketing (eblasts, newsletters)	180,000	see 3913	see 3913	see 3913	see 3913
	4610	Digital commissions	(5,400)	see 3913	see 3913	see 3913	see 3913
	4611	Print commissions	(1,706)	(1,502)	(4,028)	(205)	2,322
		Choice content marketing net	225,394	44,699	51,472	180,695	173,922
3918	4143	CC Advisor gross (Choice)	12,500	12,500	12,323	0	177
	4610	Commissions	(375)	(375)	(506)	0	131
		CC Advisor net	12,125	12,125	11,817	0	308
3909	4611	Webinar commissions	(6,630)	(6,375)	(4,254)	(255)	(2,376)
	4140	Print Advertising Gross	402,500	446,200	408,034	(43,700)	(5,534)
	4143	Digital Advertising Gross	222,500	213,350	204,227	9,150	18,273
		Subtotal x webinars	625,000	659,550	612,261	(34,550)	12,739
	4611	Sales Commission: Print	(19,711)	(20,877)	(19,138)	1,165	(573)
	4610	Sales Commission: Digital	(6,675)	(6,401)	(6,208)	(275)	(467)
		Subtotal Commissions	(26,386)	(27,277)	(25,346)	891	(1,040)
		Total Advertising x Webinars	598,614	632,273	586,915	(33,659)	11,699
3909	4105	Webinars gross (Choice)	165,750	159,375	106,675	6,375	59,075
			165,750	159,375	106,675	6,375	59,075
		TOTAL ADVERTISING & SPONSORED CONTENT	764,364	791,648	693,590	(27,284)	70,774
ROYALTIES							
3900	4421	Choice (CCC, reprints, etc.)	1,000	1,500	931	(500)	69
3902	4421	Choice reviews	510,200	500,724	514,160	9,476	(3,960)
3905	4421	Resources for College Libraries	8,000	15,000	15,000	(7,000)	(7,000)
		TOTAL ROYALTIES	519,200	517,224	530,091	1,976	(10,891)
MISCELLANEOUS SALES							
3900	4109	Misc. Sales	2,000	2,000	1,847	0	153
3905	4109	RCL Reimbursement	0	0	79,713	0	(79,713)
3913	4109	EBSCO affiliate fee	12,000	12,000	12,000	0	0
		TOTAL MISC SALES	14,000	14,000	93,560	0	(79,560)
MISCELLANEOUS REVENUE							
3900	4490	Remaindered books	90,000	100,000	118,051	(10,000)	(28,051)
		TOTAL MISC REVENUE	90,000	100,000	118,051	(10,000)	(28,051)
		TOTAL REVENUES	2,760,003	2,797,720	2,813,284	(37,716)	(53,281)

ACRL MW19 B&F Doc 6.1
(Also ACRL MW19 Doc 10.1)

Table 4: FY19 Expenses

ITEM	FY20B	FY19B	FY18	FY20B v FY19B	FY20B v FY18
Payroll and Related Expenses	1,759,756	1,562,713	1,618,841	(197,043)	(140,915)
Outside Services	70,650	56,410	187,180	(14,240)	116,530
Travel and Related Expenses	32,500	49,175	38,949	16,675	6,449
Meetings and Conferences	15,500	21,400	13,658	5,900	(1,842)
Publication-related Expenses	284,311	324,924	303,821	40,612	19,510
Operating Expenses	340,986	344,118	421,091	3,132	80,105
Subtotal Direct Expenses	2,503,703	2,358,739	2,583,540	(144,963)	79,837
Subtotal Indirect Expenses (IUTs)	(57,521)	(52,657)	(59,354)	4,864	(1,833)
IUT/Overhead	365,700	369,299	371,353	3,599	5,653
IUT/Allocations (Liberty Square)	39,815	39,815	49,746	0	9,931
UBIT	0	0	0	0	0
Subtotal Overhead	405,516	409,114	421,099	3,599	15,583
TOTAL EXPENSES	2,851,697	2,715,197	2,945,285	136,500	93,588

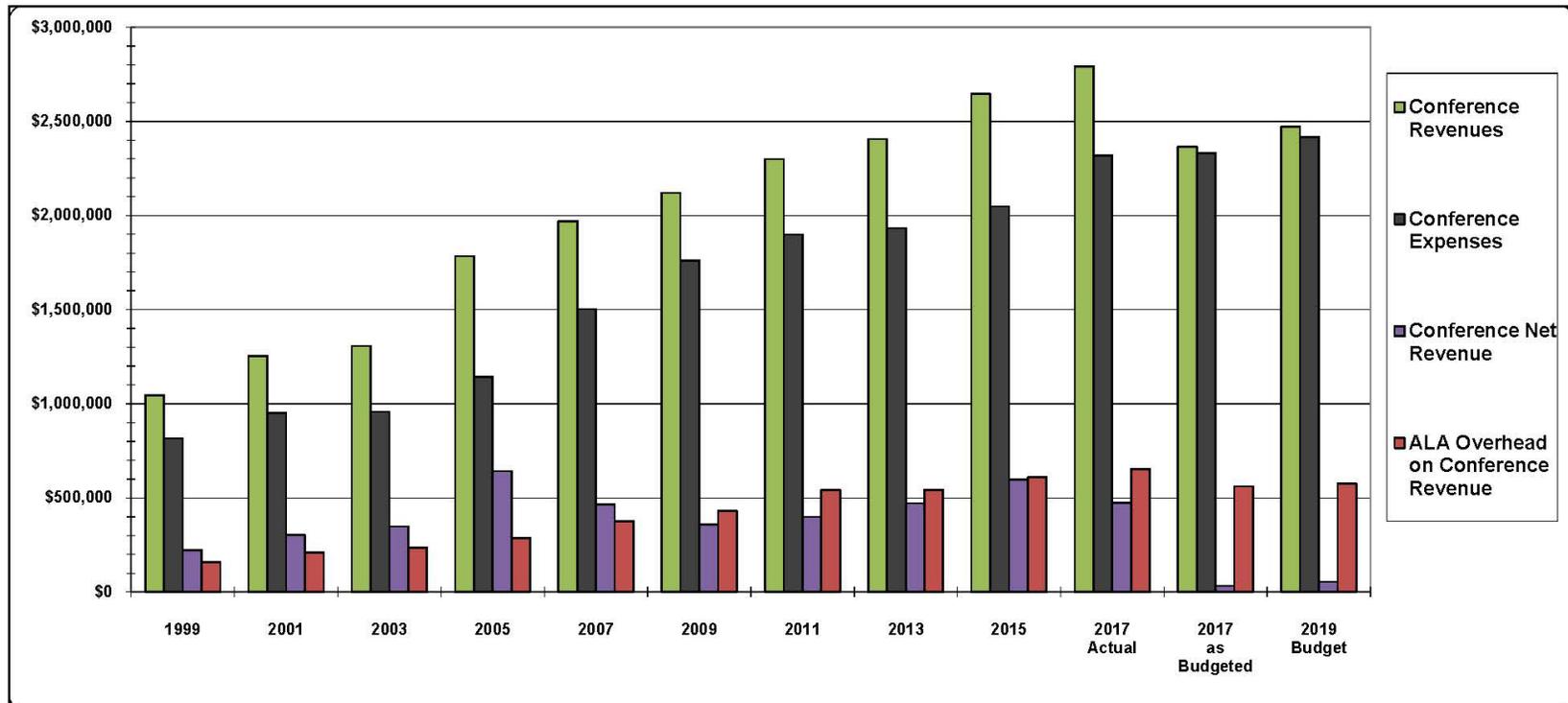
FIGURE 1
Net Revenue
(excluding CHOICE)



Revenues	\$4,575,864	\$2,388,467	\$4,751,514	\$2,204,536	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$2,500,543	\$5,063,591	\$2,603,423
Expenditures	\$4,071,642	\$2,610,814	\$4,069,726	\$2,527,263	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$3,575,498	\$5,621,043	\$3,563,816
NET	\$504,222	(\$222,347)	\$681,788	(\$322,727)	\$677,409	(\$362,730)	\$548,561	(\$732,687)	(\$1,074,955)	(\$557,452)	(\$960,393)

* ACRL Conference Years

FIGURE 2
ACRL Conference Revenues and Expenditures



	1999	2001	2003	2005	2007	2009	2011	2013	2015	2017 Actual	2017 as Budgeted	2019 Budget
Conference Revenues	\$1,046,112	\$1,253,797	\$1,306,375	\$1,783,625	\$1,969,819	\$2,120,018	\$2,298,469	\$2,405,866	\$2,644,921	\$2,792,296	\$2,364,319	\$2,470,922
Conference Expenses	\$816,592	\$950,258	\$957,603	\$1,141,326	\$1,503,058	\$1,759,944	\$1,898,648	\$1,933,542	\$2,047,300	\$2,316,976	\$2,331,571	\$2,415,911
Conference Net Revenue	\$222,554	\$303,539	\$348,773	\$642,298	\$466,761	\$360,074	\$399,821	\$472,324	\$597,621	\$475,320	\$32,748	\$55,011
ALA Overhead on Conference Revenue	\$158,584	\$209,320	\$236,814	\$285,173	\$376,674	\$431,354	\$540,835	\$542,973	\$610,221	\$653,947	\$561,630	\$575,324
Net Revenue % over expenses	21.3%	24.2%	26.7%	36.0%	23.7%	17.0%	17.4%	19.6%	22.6%	17.0%	1.4%	2.2%
ALA Overhead Rates	16.7%	18.5%	19.6%	18.8%	21.5%	23.9%	26.1%	25.5%	25.4%	26.4%	26.4%	26.5%
ALA Overhead % Paid	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

FIGURE 3
Publications Net Revenues
 (excluding CHOICE)

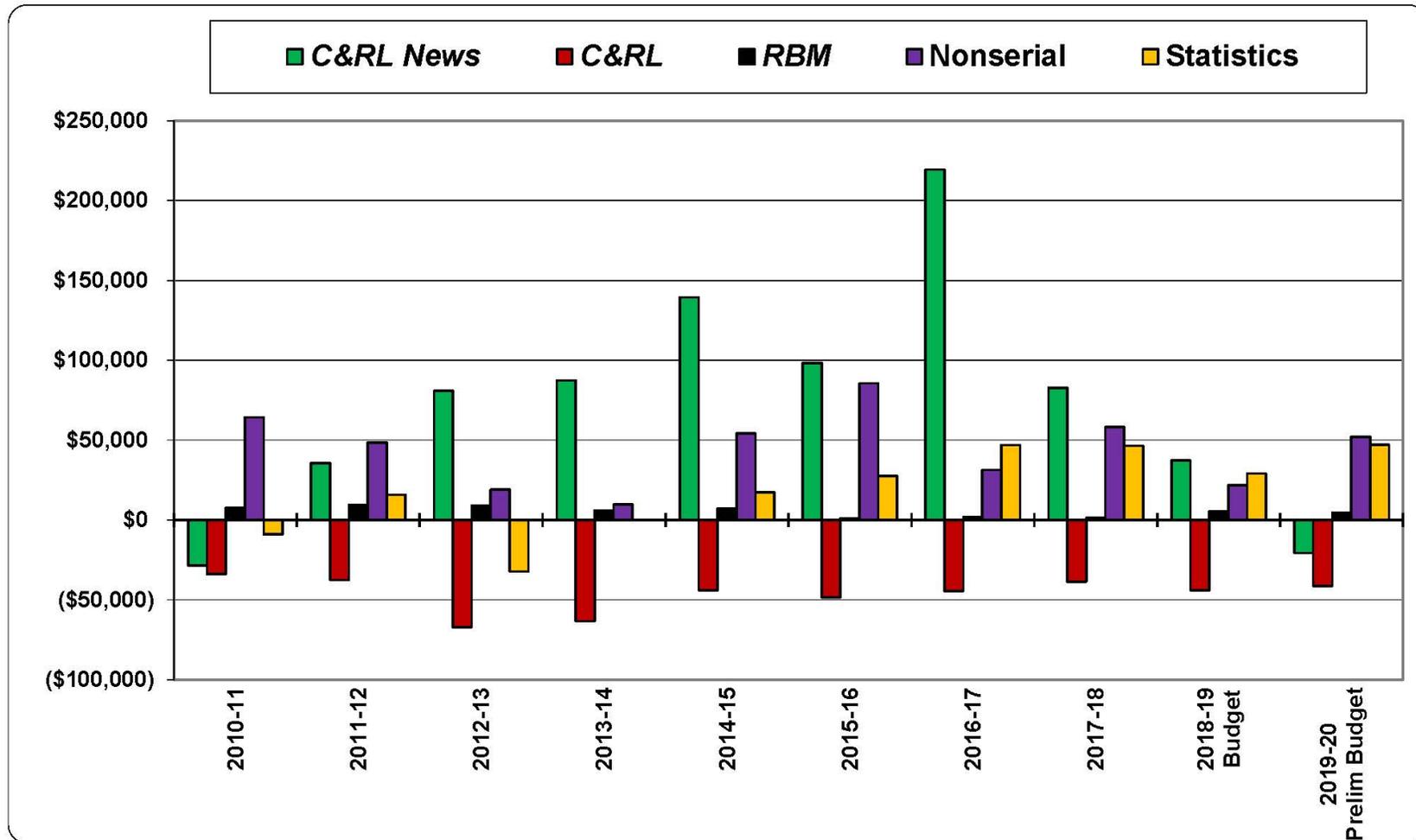
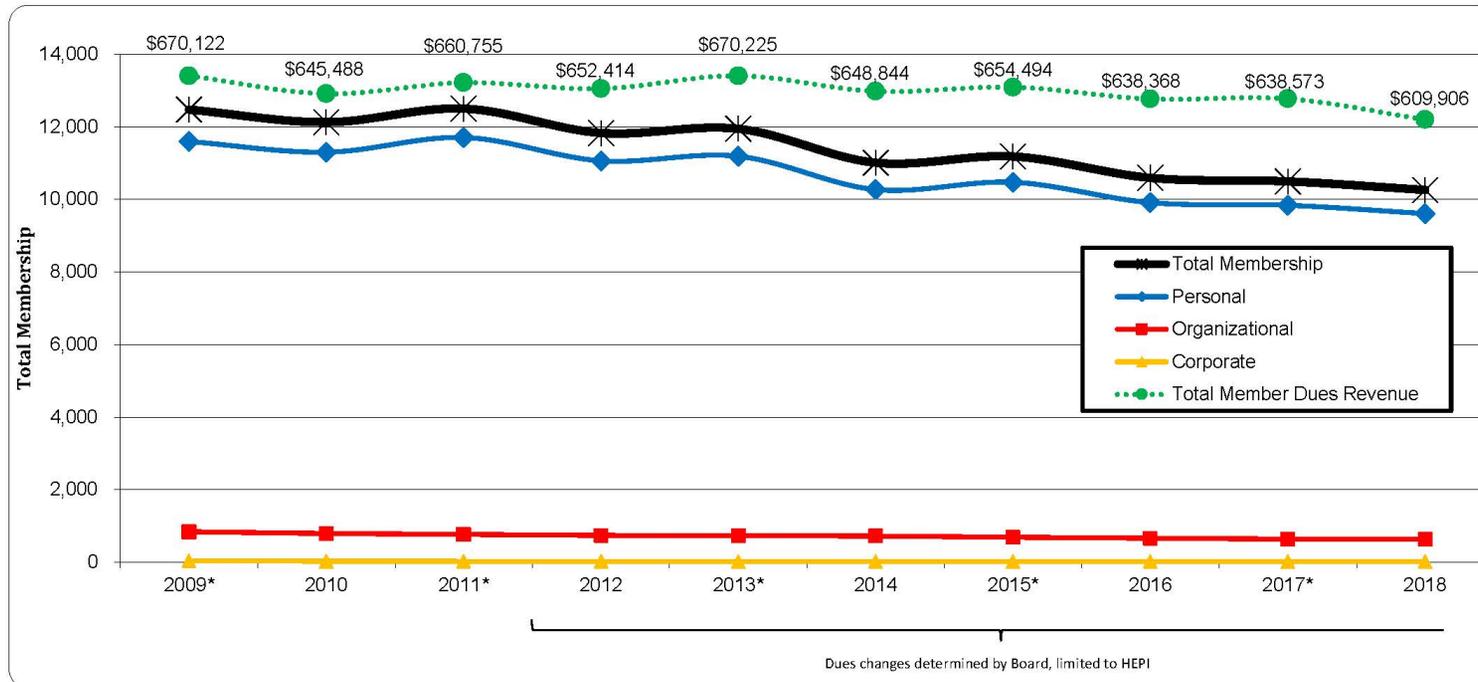


FIGURE 4
ACRL Membership by Type



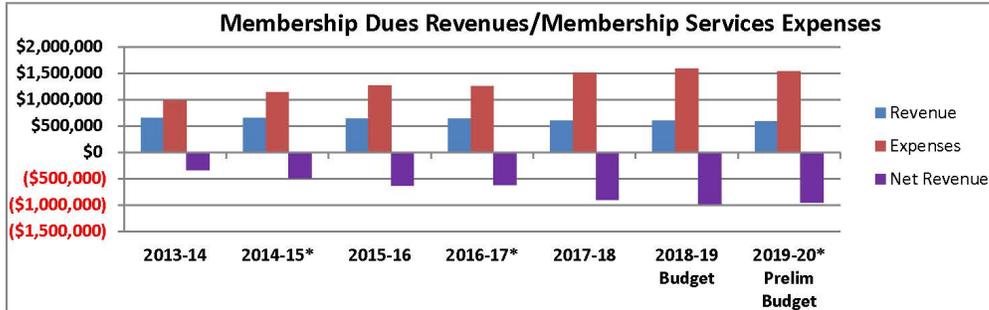
Dues changes determined by Board, limited to HEPI

	2009*	2010	2011*	2012	2013*	2014	2015*	2016	2017*	2018
Personal	11,594	11,300	11,705	11,062	11,187	10,269	10,472	9,910	9,837	9,608
-Regular	8,818	8,478	8,693	8,260	8,619	8,032	8,238	7,864	7,737	7,293
-Retired	107	118	118	119	98	115	137	152	156	162
-Student	1,161	1,206	1,330	1,116	919	680	661	580	627	920
Organizational	841	795	768	742	734	721	690	664	640	634
Corporate	38	31	27	25	23	20	19	18	18	18
Total Membership	12,473	12,126	12,500	11,829	11,944	11,010	11,181	10,592	10,495	10,260
Total Member Dues Revenue	\$670,122	\$645,488	\$660,755	\$652,414	\$670,225	\$648,844	\$654,494	\$638,368	\$638,573	\$609,906

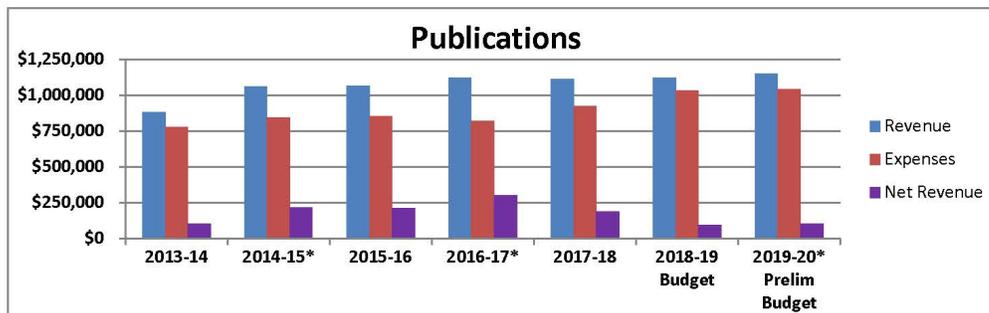
• Figures for 2009 and 2012 were impacted by “clean-ups” of ALA’s membership database. Errors related to duplicate records or resulting from member-type conversions (e.g., from Student to Regular membership status) that occurred over a number of years were removed from the database.

* ACRL Conference Years

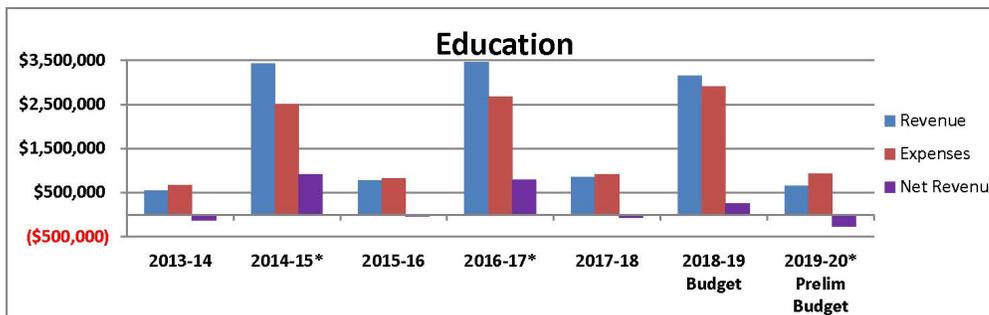
FIGURE 5
Budget Sources
Net Revenues by Major Budget Category



Year	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19 Budget	2019-20* Prelim Budget
Revenue	\$648,844	\$654,494	\$638,368	\$638,573	\$609,906	\$603,016	\$585,792
Expenses	\$988,961	\$1,140,734	\$1,265,331	\$1,260,188	\$1,509,366	\$1,582,842	\$1,538,832
Net Revenue	(\$340,117)	(\$486,240)	(\$626,963)	(\$621,615)	(\$899,459)	(\$979,826)	(\$953,040)



Year	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19 Budget	2019-20* Prelim Budget
Revenue	\$882,398	\$1,062,241	\$1,066,550	\$1,122,023	\$1,112,864	\$1,123,731	\$1,147,317
Expenses	\$778,829	\$843,967	\$853,622	\$822,190	\$923,936	\$1,029,868	\$1,043,253
Net Revenue	\$103,569	\$218,274	\$212,928	\$299,833	\$188,928	\$93,863	\$104,064



Year	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19 Budget	2019-20* Prelim Budget
Revenue	\$547,073	\$3,424,176	\$782,420	\$3,465,272	\$854,426	\$3,150,154	\$657,089
Expenses	\$675,727	\$2,506,134	\$822,667	\$2,676,945	\$925,211	\$2,899,947	\$926,442
Net Revenue	(\$128,654)	\$918,042	(\$40,147)	\$788,326	(\$70,785)	\$250,207	(\$269,353)

NOTE: Varying amounts of actual Publications expenses are reflected as Membership Services expenses, depending on whether a subscription equivalent subvention was required for a membership prerequisite serial (*C&RL* and *C&RL News*). These subventions included \$63,257, \$43,871, \$48,271, \$44,455, and \$38,594 for *C&RL* for the years from FY14–FY18, respectively, as well as \$43,920 budgeted for *C&RL* in FY19 and \$41,282 budgeted in FY20, and \$20,647 budgeted for *C&RL News* in FY20.

This page included to accommodate double sided printing.

	A	X	Y	Z	AA	AB	AC
1	1/23/2019 11:40	FY2015	FY2016	FY2017	FY2018	FY2019	2020
2	Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
3	ACRL Historical Executive Summary						
4							
5							
6	BEGINNING RESERVE LEVELS:					ACTUAL	
7	Reserve Sept. 1: Op. Reserve Fund	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$2,872,809
8	Reserve Sept. 1: LTI Fund	\$3,040,256	\$3,127,525	\$3,567,882	\$4,180,025	\$4,956,786	\$4,956,786
9	Reserve Sept. 1: CHOICE Op. Reserve Fund	\$3,017,507	\$2,884,451	\$2,648,059	\$2,533,295	\$2,926,294	\$2,926,294
10	Reserve Sept. 1: CHOICE LTI Fund	\$895,640	\$848,318	\$849,196	\$880,574	\$572,348	\$572,349
11							
12	Subtotal	\$11,278,109	\$11,862,409	\$11,454,522	\$12,281,840	\$11,885,688	\$11,328,238
13							
14	MEMBERSHIP DUES AND OTHER					BUDGET	
15	Dues	\$654,494	\$638,368	\$638,573	\$609,906	\$603,016	\$585,792
16	Standards, Licensing Fees	\$21,694	\$90,859	\$84,152	\$2,704	\$49,050	\$14,000
17	Advisory	\$0	\$0	\$0	\$27,050	\$45,000	\$143,500
18	Misc. Donations	\$87,269	\$1,000	\$3,500	\$0	\$0	\$0
19	Awards	\$14,200	\$16,300	\$16,300	\$17,450	\$16,400	\$16,600
20	Special Events	\$18,210	\$20,966	\$21,729	\$31,282	\$12,500	\$15,125
21	Diversity Alliance	\$0	\$0	\$17,450	\$25,500	\$26,490	\$24,000
22	Project Outcome	\$0	\$0	\$0	\$0	\$37,250	\$0
23	Subtotal	\$795,867	\$767,493	\$781,704	\$713,892	\$789,706	\$799,017
24	PUBLICATIONS						
25	CHOICE	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,797,721	\$2,760,003
26	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,592	\$16,200
27	C&RL News	\$585,773	\$523,076	\$648,554	\$569,964	\$614,167	\$564,657
28	RBM	\$39,923	\$37,831	\$34,661	\$22,871	\$30,912	\$27,373
29	Nonperiodical Publications	\$313,551	\$374,752	\$288,126	\$388,475	\$344,320	\$381,278
30	Library Statistics	\$103,934	\$113,360	\$129,540	\$116,797	\$117,740	\$157,809
31	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0
32							
33	Subtotal	\$4,079,632	\$3,959,524	\$4,062,517	\$3,926,148	\$3,921,452	\$3,907,320
34							
35	EDUCATION						
36	Institutes & Liscensed Workshops	\$321,036	\$344,038	\$277,048	\$421,728	\$332,499	\$355,624
37	ACRL Conference	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,500,922	(\$24,000)
38	Preconferences & RBMS Conference	\$264,380	\$281,374	\$238,601	\$265,297	\$219,713	\$218,895
39	Annual Conference & MW Programs	\$17,400	\$15,200	\$16,300	\$19,350	\$16,000	\$16,000
40	Web-CE	\$150,413	\$164,808	\$118,027	\$121,416	\$81,020	\$90,570
41							
42	Subtotal	\$3,424,176	\$782,420	\$3,465,272	\$864,426	\$3,150,154	\$657,089
43							
44	FUNDED PROJECTS						
45	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0
46	IMLS Grant - Cost Share	\$0	\$0	\$0	\$0	\$0	\$0
47							
48	SPECIAL PROGRAMS						
49	Friends of ACRL-Restricted	\$35,677	\$38	\$66,070	(\$9,737)	\$30,640	\$30,640
50	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	\$0	\$0
51							
52	TOTAL REVENUE	\$8,299,675	\$5,509,437	\$8,309,493	\$5,504,466	\$7,861,312	\$5,363,426
53	CHOICE Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,797,721	\$2,760,003
54							
55	TOTAL REV. W/O CHOICE	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$5,063,591	\$2,603,423
56							
57							
58	ACRL Conference Revenue	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,500,922	(\$24,000)
59	Total Rev. w/o ACRL Conference	\$2,611,337	\$2,639,463	\$2,553,704	\$2,654,548	\$2,562,669	\$2,579,423

	A	X	Y	Z	AA	AB	AC
		FY 2015	FY2016	FY2017	FY2018	FY2019	2020
60		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
61	OBJECT OF EXPENSE						
62							
63	MEMBERSHIP ACTIVITIES						
64	Membership Services*	\$185,781	\$178,523	\$157,152	\$200,336	\$18,805	(\$53,287)
65	Exec. Cttee. & Board	\$194,933	\$215,838	\$190,578	\$212,181	\$256,972	\$223,826
66	Advisory	\$77,494	\$58,191	\$111,170	\$100,632	\$67,149	\$124,207
67	Standards Distribution	\$5,429	\$13,059	\$10,190	\$15,293	\$12,856	\$13,641
68	Discussion Groups	\$0	0	\$0	\$0	\$5	\$0
69	Awards	\$36,752	\$43,133	\$38,163	\$47,571	\$43,559	\$47,706
70	Chapters	\$23,079	\$16,278	\$10,417	\$27,541	\$19,262	\$32,083
71	Committees	\$132,232	\$125,106	\$109,318	\$153,752	\$129,332	\$160,496
72	Sections	\$88,182	\$123,051	\$94,308	\$128,865	\$119,962	\$130,996
73	C&RL Over Revenue	\$43,871	\$48,271	\$44,455	(\$38,594)	(\$42,196)	\$41,282
74	C&RL News Over Revenue	\$0	\$0	\$0	\$82,825	\$37,581	\$20,647
75	Liaisons to Higher Ed. Organizations	\$47,059	\$59,040	\$51,730	\$43,951	\$74,586	\$57,646
76	Special Events	\$27,256	\$23,167	\$32,306	\$36,513	\$28,457	\$22,563
77	Information Literacy	\$45,090	\$69,517	\$51,071	\$37,333	\$32,600	\$26,425
78	Scholarly Communications	\$58,245	\$89,076	\$71,476	\$119,856	\$143,353	\$164,519
79	Value of Academic Libraries	\$18,687	\$109,902	\$109,776	\$118,069	\$113,675	\$104,497
80	Government Relations	\$26,282	\$23,139	\$36,459	\$56,668	\$60,950	\$52,894
81	Scholarships	\$77,595	\$27,315	\$81,270	\$40,845	\$101,000	\$29,000
82	Annual Conference Programs	\$52,767	\$42,725	\$43,920	\$35,012	\$71,374	\$58,088
83	New Roles & Changing Landscapes	\$0	\$0	\$0	\$13,896	\$17,970	\$25,312
84	Diversity Alliance	\$0	\$0	\$16,429	\$32,770	\$28,148	\$36,050
85	Project Outcome	\$0	\$0	\$0	\$49,690	\$200,049	\$220,241
86	Subtotal	\$1,140,734	\$1,265,331	\$1,260,188	\$1,515,005	\$1,535,449	\$1,538,832
87							
89	SPECIAL PROJECTS						
92	Friends of ACRL-Restricted	\$0	\$38	\$66,070	(\$9,737)	\$0	\$0
93	Friends of ACRL-Operating	\$84,180	\$36,380	\$60,245	\$65,357	\$81,878	\$55,289
94							
95	Subtotal	\$84,180	\$36,418	\$126,315	\$55,620	\$81,878	\$55,289
96							
97	PUBLICATIONS						
98	CHOICE	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,725,023	\$2,851,697
99	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$100,984	\$16,200
100	C&RL News	\$446,431	\$424,675	\$429,039	\$404,314	\$539,005	\$564,657
101	RBMs	\$32,739	\$36,592	\$32,744	\$28,477	\$25,492	\$22,609
102	Nonperiodical Publications	\$259,236	\$289,149	\$256,695	\$330,329	\$322,221	\$329,197
103	Library Statistics	\$86,501	\$85,675	\$82,569	\$70,310	\$89,389	\$110,590
104	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0
105							
106	Subtotal	\$3,994,414	\$3,982,988	\$3,877,448	\$3,793,472	\$3,802,114	\$3,894,950
107							
108	EDUCATION						
109	Institutes & Liscensed Workshops	\$281,964	\$317,591	\$279,929	\$222,813	\$348,281	\$343,394
110	ACRL Conference	\$1,909,873	\$214,672	\$2,166,094	\$238,096	\$2,282,531	\$299,281
111	Preconferences & RBMS Conference	\$248,583	\$199,903	\$179,508	\$243,900	\$219,551	\$209,096
112	Web-CE	\$65,714	\$90,401	\$51,415	\$76,078	\$57,029	\$74,671
113							
114	Subtotal	\$2,506,134	\$822,567	\$2,676,945	\$780,887	\$2,907,392	\$926,442
115							
116	FUNDED PROJECTS						
117	IMLS Grant Cost Share (12) - Operating	\$29,849	\$1,293	\$870	\$0	\$0	\$0
118							
119	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0
120	Unallocated Admin					\$19,234	
121	TOTAL EXPENSES	\$7,755,311	\$6,108,559	\$7,875,696	\$6,154,721	\$8,346,067	\$6,415,513
122	CHOICE EXPENSES	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,725,023	\$2,851,697
123							
124	TOTAL EXP. w/o CHOICE	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$5,621,043	\$3,563,816
125							
126	TOTAL EXP. w/o CHOICE or ACRL Conference	\$2,727,689	\$2,764,521	\$2,654,344	\$3,185,774	\$3,338,512	\$3,264,535

A	X	Y	Z	AA	AB	AC	
	FY 2015	FY2016	FY2017	FY2018	FY2019	2020	
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	
127							
128							
129							
130	Net w/o CHOICE	\$677,409	(\$362,730)	\$548,561	(\$732,687)	(\$557,452)	(\$960,393)
131	CHOICE Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	\$72,698	(\$91,694)
132	Transfer CHOICE LTI to ACRL LTI	\$0	\$0	\$0	\$350,000	\$0	\$0
133	Transfer ACRL Operating to CHOICE for OER	\$0	\$0	\$0	\$525,000	\$0	\$0
134	CHOICE Ending Operating Balance	\$2,884,451	\$2,648,937	\$2,533,295	\$2,926,294	\$2,998,992	\$2,834,600
135							
136		\$0	\$0				
137	Ending ACRL oper. reserve balance	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$2,872,809	\$1,912,416
138	Mandated Operating Reserve	\$829,968	\$863,292	\$886,316	\$933,236	\$989,273	\$1,052,784
139							
140	Added to ACRL LTI Fund from Operating	\$150,000	\$250,000	\$250,000	\$0	\$0	\$0
141	Interest, Gains, Losses for ACRL LTI	(\$62,733)	\$190,358	\$362,143	\$426,761	(\$34,237)	\$249,151
142	Interest, Gains, Losses for CHOICE LTI	(\$47,322)	\$878	\$31,378	\$41,774	(\$25,695)	\$10,355
143	ACRL LTI Ending Balance	\$3,127,523	\$3,567,883	\$4,180,025	\$4,956,786	\$4,922,549	\$4,956,786
144	CHOICE LTI Ending Balance	\$848,318	\$849,196	\$880,574	\$572,348	\$546,653	\$572,349
145							
146	DEFINITIONS						
147	Lines 7 and 9 represent the total net cash balance of ACRL and CHOICE as of September 1, the beginning of the fiscal year; and the projected net worth for the						
148	budgeted years as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.						
149							
150	Lines 8 and 10 represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.						
151							
152	Line 12, the subtotal, represents the total net worth of the four Lines 7-10. The totals shown on the line are not reflected any other place in the budget.						
153							
154	Line 15 is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.						
155							
156	Line 36 is the total revenue from the Immersion Institutes.						
157							
158	Line 38 is the total revenue from ACRL's Pre-Conferences and Workshops and RBMS regional workshops.						
159							
160	Line 55 represents the total revenue as shown on the subtotal lines for membership (Line 22), publications (Line 33), education (Line 42), and special programs						
161	(Friends of ACRL-operating) (Line 49), minus CHOICE revenue (Line 53).						
162							
163	Line 59 shows total ACRL revenue (Line 52) minus revenue generated from ACRL Conferences (Line 58) and CHOICE (Line 53).						
164							
165	Line 109 shows total expense from the Immersion Institutes.						
166							
167	Line 111 shows total expenses from ACRL's Pre-Conferences and Workshops and RBMS regional workshops.						
168							
169	Line 121 represents the total expenses shown on subtotal lines for membership activities (Line 87), special projects (Lines 94 & 95), publications (Line 108),						
170	education (Line 116), and funded projects (Line 119).						
171							
172	Line 124 shows the total expenses for ACRL and represents the expenses shown on Line 121, total expenses, minus Line 122, CHOICE expenses.						
173							
174	Line 126 shows total ACRL expenses (Line 124) minus ACRL Conference expenses (Line 110) and CHOICE (Line 122).						
175							
176	Line 130 shows net without CHOICE and is equal to the total revenues budgeted on Line 55 less the total expenses budgeted on Line 124.						
177							
178	Line 131 shows the CHOICE net and is equal to the total revenues budgeted on Line 53 less the total expenses budgeted on Line 122.						
179							
180	Line 133 shows funds transferred from ACRL operating fund balance into CHOICE's operating fund balance for OER.						
181							
182	Line 134 - CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.						
183							
184	Line 137 - ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward						
185	with each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 7 operating fund balance plus Line 130 net						
186	without CHOICE, minus funds added from ACRL's operating fund balance to ACRL's long-term investment.						
187							
188	Line 138 - Mandated Operating Reserve						
189	The sum of 25% of the average operating expense Line 124, based on the four most recently completed years.						
190							
191	Line 140 shows funds transferred from ACRL's operating balance to ACRL's LTI						
192							
193	Lines 141 and 142 show year-end gains/losses for ACRL and CHOICE.						
194							
195	Lines 143 and 144 show year-end LTI balances for ACRL (142) and CHOICE (143).						
196							
197	Salaries and operating costs are allocated to each budget project and are not presented as a separate line item.						
198	Note: ALA made additional adjustments to the FY13 close resulting in a slightly smaller opening balance for FY14.						
199							
200							

1/23/2019 11:40		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
STRATEGIC PRIORITIES									
1. Value of Academic Libraries									
Vai Initiative -3703	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$37,250	\$0	\$0
	Expense	\$16,354.25	\$3,134	\$17,021	\$29,642	\$85,710	\$111,940	\$130,876	\$104,497
	Net	(\$16,354.25)	(\$3,134)	(\$17,021)	(\$29,642)	(\$85,710)	(\$74,690)	(\$130,876)	(\$104,497)
Project Outcome - 3712	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$37,250.00	\$0.00	\$0
	Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$197,822.00	\$213,653.00	\$220,241
	Net	\$0.00	\$0	\$0	\$0	\$0	(\$160,572)	(\$213,653)	(\$220,241)
Assessment in Action - 3707, 3806	Revenue		\$0	\$0	\$66,000	\$0	\$0	\$0	\$0
	Expense		\$0	\$1,666	\$80,260	\$0	\$0	\$0	\$0
	Net		\$0	(\$1,666)	(\$14,260)	\$0	\$0	\$0	\$0
	Subtotal Revenues 1	\$0.00	\$0	\$0	\$66,000	\$0	\$74,500	\$0	\$0
	Subtotal Expenses 1	\$16,354.25	\$3,134	\$18,687	\$109,902	\$85,710	\$309,762	\$344,529	\$324,738
	Subtotal Net 1	(\$16,354.25)	(\$3,134)	(\$18,687)	(\$43,902)	(\$85,710)	(\$235,262)	(\$344,529)	(\$324,738)
2. Student Learning									
Information Literacy -3711	Revenue	\$0.00	\$0	\$0	\$19,491	\$0	\$0	\$0	\$0
	Expense	\$858.08	\$43,648	\$45,090	\$88,224	\$123,664	\$31,380	\$29,063	\$26,425
	Net	(\$858.08)	(\$43,648)	(\$45,090)	(\$68,733)	(\$123,664)	(\$31,380)	(\$29,063)	(\$26,425)
III Immersion National -3830	Revenue	\$162,317.00	\$179,828	\$180,281	\$191,842	\$192,986	\$174,674	\$184,714	\$184,714
	Expense	\$141,226.56	\$169,375	\$158,267	\$170,301	\$188,720	\$173,611	\$183,248	\$183,102
	Net	\$21,090.44	\$10,453	\$22,014	\$21,541	\$4,266	\$1,063	\$1,466	\$1,612
III Immersion Regional - 3832	Revenue	\$50,800.00	\$0	\$16,200	\$0	\$36,038	\$0	\$0	\$0
	Expense	\$37,749.11	\$0	\$11,257	\$0	\$35,947	\$0	\$0	\$0
	Net	\$13,050.89	\$0	\$4,943	\$0	\$91	\$0	\$0	\$0
III Immersion Assessment -3836	Revenue	\$118,832.00	\$76,235	\$80,055	\$80,705	\$0	\$0	\$0	\$0
	Expense	\$88,949.06	\$83,312	\$75,739	\$78,924	\$0	\$0	\$0	\$0
	Net	\$29,882.94	(\$7,077)	\$4,316	\$1,781	\$0	\$0	\$0	\$0
Immersion Licensing -3834	Revenue		\$10,000	\$44,500	\$52,500	\$17,000	\$20,000	\$22,500	\$22,500
	Expense		\$13,077	\$36,701	\$49,659	\$15,801	\$17,342	\$16,523	\$16,498
	Net		(\$3,077)	\$7,799	\$2,841	\$1,199	\$2,658	\$5,977	\$6,002
	Subtotal Revenues 2	\$331,949.00	\$266,063	\$321,036	\$344,538	\$246,024	\$194,674	\$207,214	\$207,214
	Subtotal Expenses 2	\$268,782.81	\$309,412	\$327,054	\$387,108	\$364,132	\$222,333	\$228,834	\$226,025
	Subtotal Net 2	\$63,166.19	(\$43,349)	(\$6,018)	(\$42,570)	(\$118,108)	(\$27,659)	(\$21,620)	(\$18,811)
3. Research and Scholarly Environment									
Scholarly Communications -3702	Revenue	\$10,000.00	\$20,347	\$8,000	\$10,000	\$14,500	\$10,000	\$10,000	\$10,000
	Expense	\$64,472.61	\$67,354	\$58,245	\$89,076	\$91,616	\$97,198	\$165,898	\$164,519
	Net	(\$54,472.61)	(\$47,007)	(\$50,245)	(\$79,076)	(\$77,116)	(\$87,198)	(\$155,898)	(\$154,519)
	Subtotal Revenues 3	\$10,000.00	\$20,347	\$8,000	\$10,000	\$14,500	\$10,000	\$10,000	\$10,000
	Subtotal Expenses 3	\$64,472.61	\$67,354	\$58,245	\$89,076	\$91,616	\$97,198	\$165,898	\$164,519
	Subtotal Net 3	(\$54,472.61)	(\$47,007)	(\$50,245)	(\$79,076)	(\$77,116)	(\$87,198)	(\$155,898)	(\$154,519)
4. New Roles and Changing Landscapes									
New Roles and Changing Landscapes -3403	Revenue						\$0	\$0	\$0
	Expense						\$15,053	\$25,656	\$25,312
	Subtotal Revenues 4	\$0.00	\$0.00	\$0.00	\$0	\$0	\$0	\$0	\$0
	Subtotal Expenses 4	\$0.00	\$0.00	\$0.00	\$0	\$0	\$15,053	\$25,656	\$25,312
	Subtotal Net 4	\$0.00	\$0.00	\$0.00	\$0	\$0	(\$15,053)	(\$25,656)	(\$25,312)
	Subtotal Revenues STRATEGIC PRIORITIES	\$341,949.00	\$286,410	\$329,036	\$420,538	\$260,524	\$279,174	\$217,214	\$217,214
	Subtotal Expenses STRATEGIC PRIORITIES	\$349,609.67	\$379,900	\$403,986	\$586,086	\$541,458	\$644,346	\$764,917	\$740,594
	Subtotal Net STRATEGIC PRIORITIES	(\$7,660.67)	(\$93,490)	(\$74,950)	(\$165,548)	(\$280,934)	(\$365,172)	(\$547,703)	(\$523,380)

1/23/2019 11:40		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
ENABLING PROGRAMS & SERVICES									
Member Engagement									
** Membership -3200	Revenue	\$654,835.04	\$633,946	\$646,245	\$638,265	\$651,486	\$593,869	\$585,792	\$585,792
	Expense	\$108,617.28	\$121,667	\$185,781	\$178,523	\$128,884	(\$9,568)	\$12,863	(\$53,287)
	Net	\$546,217.76	\$512,279	\$460,464	\$459,742	\$522,602	\$603,437	\$572,929	\$639,079
Board/Exec. Ctte. -3201	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$168,535.37	\$218,961	\$194,933	\$215,838	\$251,028	\$249,028	\$260,115	\$223,826
	Net	(\$168,535.37)	(\$218,961)	(\$194,933)	(\$215,838)	(\$251,028)	(\$249,028)	(\$260,115)	(\$223,826)
Advisory Services -3203	Revenue	\$60,706.85	\$61,450	\$86,269	\$72,425	\$82,500	\$100,100	\$143,500	\$143,500
	Expense	\$46,295.59	\$45,117	\$77,494	\$58,191	\$87,519	\$100,024	\$129,167	\$124,207
	Net	\$14,411.26	\$16,333	\$8,775	\$14,234	(\$5,019)	\$76	\$14,333	\$19,293
Awards -3206	Revenue	\$13,700.00	\$14,700	\$14,200	\$16,300	\$13,200	\$16,400	\$16,600	\$16,600
	Expense	\$34,915.48	\$41,866	\$36,752	\$43,133	\$38,633	\$41,345	\$48,580	\$47,706
	Net	(\$21,215.48)	(\$27,166)	(\$22,552)	(\$26,833)	(\$25,433)	(\$24,945)	(\$31,980)	(\$31,106)
Chapters -3207	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$15,032.21	\$22,444	\$23,079	\$16,278	\$27,462	\$17,131	\$32,644	\$32,083
	Net	(\$15,032.21)	(\$22,444)	(\$23,079)	(\$16,278)	(\$27,462)	(\$17,131)	(\$32,644)	(\$32,083)
Committees -3250	Revenue	\$126.73	\$274	\$303	\$7	\$0	\$0	\$0	\$0
	Expense	\$114,868.18	\$98,744	\$132,232	\$125,106	\$143,053	\$125,093	\$164,606	\$160,496
	Net	(\$114,741.45)	(\$98,470)	(\$131,929)	(\$125,099)	(\$143,053)	(\$125,093)	(\$164,606)	(\$160,496)
Sections -3275	Revenue	\$15,262.83	\$16,623	\$8,946	\$596	\$0	\$0	\$0	\$0
	Expense	\$76,074.92	\$92,409	\$88,182	\$123,051	\$99,403	\$118,252	\$133,993	\$130,996
	Net	(\$60,812.09)	(\$75,786)	(\$79,236)	(\$122,455)	(\$99,403)	(\$118,252)	(\$133,993)	(\$130,996)
Diversity Alliance -3402	Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$26,490.00	\$26,490.00	\$24,000
	Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$28,736.00	\$38,204.00	\$36,050
	Net	\$0.00	\$0	\$0	\$0	\$0	(\$2,246)	(\$11,714)	(\$12,050)
Friends of ACRL -3831	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$41,116.27	\$49,387	\$84,180	\$36,380	\$79,317	\$80,174	\$71,366	\$55,289
	Net	(\$41,116.27)	(\$49,387)	(\$84,180)	(\$36,380)	(\$79,317)	(\$80,174)	(\$71,366)	(\$55,289)
Section Special Events -3833	Revenue	\$16,880.50	\$16,030	\$18,210	\$20,966	\$12,500	\$12,500	\$15,125	\$15,125
	Expense	\$23,120.88	\$25,219	\$27,256	\$23,167	\$23,219	\$29,045	\$22,788	\$22,563
	Net	(\$6,240.38)	(\$9,189)	(\$9,046)	(\$2,201)	(\$10,719)	(\$16,545)	(\$7,663)	(\$7,438)
ACRL Excellence Fund -3837	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Scholarships -3838	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$53,345.00	\$18,250	\$77,595	\$27,315	\$98,500	\$101,000	\$32,000	\$29,000
	Net	(\$53,345.00)	(\$18,250)	(\$77,595)	(\$27,315)	(\$98,500)	(\$101,000)	(\$32,000)	(\$29,000)
Discussion Groups -3205	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Section Newsletters -3309	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Member Engagement		\$747,811.95	\$728,323	\$759,973	\$748,559	\$759,686	\$749,359	\$787,507	\$785,017
Subtotal Expenses Member Engagement		\$647,005.70	\$692,198	\$890,732	\$846,982	\$977,018	\$880,260	\$946,326	\$808,929
Subtotal Net Member Engagement		\$100,806.25	\$36,125	(\$130,759)	(\$98,423)	(\$217,332)	(\$130,901)	(\$158,819)	(\$23,912)

Project Strategic Exec Sum

1/23/2019 11:40		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
Publications									
<i>Trends & Statistics -3202</i>	Revenue	\$77,193.46	\$95,461	\$103,934	\$113,360	\$109,974	\$114,419	\$147,333	\$157,809
	Expense	\$109,366.34	\$95,157	\$86,501	\$85,675	\$98,641	\$91,767	\$99,912	\$110,590
	Net	(\$32,172.88)	\$304	\$17,433	\$27,685	\$11,333	\$22,652	\$47,421	\$47,219
<i>ACRL Standards -3204</i>	Revenue	\$20,837.04	\$11,694	\$13,694	\$8,434	\$2,500	\$1,800	\$4,000	\$4,000
	Expense	\$44,544.92	\$15,050	\$5,429	\$13,059	\$6,922	\$12,498	\$13,931	\$13,641
	Net	(\$23,707.88)	(\$3,356)	\$8,265	(\$4,625)	(\$4,422)	(\$10,698)	(\$9,931)	(\$9,641)
<i>C&RL - 3300</i>	Revenue	\$132,305.79	\$40,751	\$19,060	\$17,531	\$12,240	\$16,592	\$16,200	\$16,200
	Expense	\$199,302.28	\$104,008	\$62,931	\$65,802	\$64,661	\$59,467	\$58,211	\$57,482
	Net	(\$66,996.49)	(\$63,257)	(\$43,871)	(\$48,271)	(\$52,421)	(\$42,875)	(\$42,011)	(\$41,282)
<i>C&RL News - 3302</i>	Revenue	\$512,322.41	\$518,085	\$585,773	\$523,076	\$547,493	\$614,167	\$564,657	\$564,657
	Expense	\$431,480.51	\$430,721	\$446,431	\$424,675	\$505,693	\$561,094	\$592,198	\$585,304
	Net	\$80,841.90	\$87,364	\$139,342	\$98,401	\$41,800	\$53,073	(\$27,541)	(\$20,647)
<i>RBM - 3303</i>	Revenue	\$38,129.74	\$35,993	\$39,923	\$37,831	\$36,182	\$30,912	\$27,373	\$27,373
	Expense	\$28,903.31	\$29,884	\$32,739	\$36,592	\$34,564	\$25,010	\$22,776	\$22,609
	Net	\$9,226.43	\$6,109	\$7,184	\$1,239	\$1,618	\$5,902	\$4,597	\$4,764
<i>Non-Periodical Pubs -3400</i>	Revenue	\$157,620.84	\$192,108	\$313,551	\$374,752	\$318,007	\$330,064	\$345,278	\$381,278
	Expense	\$138,589.41	\$182,316	\$259,236	\$289,149	\$279,313	\$314,802	\$328,187	\$329,197
	Net	\$19,031.43	\$9,792	\$54,315	\$85,603	\$38,694	\$15,262	\$17,091	\$52,081
<i>REAL - Applied Research - 3401</i>	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>CHOICE -3900</i>	Revenue	\$2,926,519.00	\$3,030,955	\$3,017,391	\$2,892,974	\$2,940,494	\$3,058,538	\$2,898,722	\$2,760,003
	Expense	\$3,171,398.00	\$3,063,119	\$3,150,447	\$3,129,366	\$3,055,258	\$3,079,394	\$2,741,268	\$2,851,697
	Net	(\$244,879.00)	(\$32,164)	(\$133,056)	(\$236,392)	(\$114,764)	(\$20,856)	\$157,454	(\$91,694)
Subtotal Revenues Publications		\$3,864,928.28	\$3,925,047	\$4,093,326	\$3,967,958	\$3,966,890	\$4,166,492	\$4,003,563	\$3,911,320
Subtotal Expenses Publications		\$4,123,584.77	\$3,920,255	\$4,043,714	\$4,044,318	\$4,045,052	\$4,144,032	\$3,856,483	\$3,970,520
Subtotal Net Publications		(\$258,656.49)	\$4,792	\$49,612	(\$76,360)	(\$78,162)	\$22,460	\$147,080	(\$59,200)
Subtotal Rev Pub w/out CHOICE		\$938,409.28	\$894,092.00	\$1,075,935.00	\$1,074,984.00	\$1,026,396.00	\$1,107,954.00	\$1,104,841.00	\$1,151,317.00
Subtotal Exp Pub w/out CHOICE		\$952,186.77	\$857,136.00	\$893,267.00	\$914,952.00	\$989,794.00	\$1,064,638.00	\$1,115,215.00	\$1,118,823.00
Subtotal Net Pub w/out CHOICE		(\$13,777.49)	\$36,956.00	\$182,668.00	\$160,032.00	\$36,602.00	\$43,316.00	(\$10,374.00)	\$32,494.00
Education									
<i>RBMS Regional Workshops -3209</i>	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Web CE -3340***</i>	Revenue	\$76,533.50	\$97,613	\$150,413	\$164,808	\$121,200	\$81,020	\$90,570	\$90,570
	Expense	\$48,426.71	\$60,214	\$65,714	\$90,401	\$79,863	\$54,453	\$75,728	\$74,671
	Net	\$28,106.79	\$37,399	\$84,699	\$74,407	\$41,337	\$26,567	\$14,842	\$15,899
<i>Licensed Workshops -3341</i>	Revenue					\$25,000	\$125,000	\$148,410	\$148,410
	Expense					\$23,421	\$120,952	\$145,196	\$143,794
	Net					\$1,579	\$4,048	\$3,214	\$4,616
<i>Midwinter Workshops -3700</i>	Revenue	\$0.00	\$0	\$13,275	\$0	\$0	\$0	\$0	\$0
	Expense	\$5.66	\$0	\$17,901	\$0	\$0	\$0	\$0	\$0
	Net	(\$5.66)	\$0	(\$4,626)	\$0	\$0	\$0	\$0	\$0
<i>RBMS Conference -3800</i>	Revenue	\$166,179.32	\$180,418	\$231,570	\$203,174	\$163,352	\$200,221	\$207,609	\$207,609
	Expense	\$143,683.96	\$182,483	\$205,406	\$185,476	\$161,485	\$198,685	\$200,973	\$198,412
	Net	\$22,495.36	(\$2,065)	\$26,164	\$17,698	\$1,867	\$1,536	\$6,636	\$9,197

1/23/2019 11:40		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
Natl Conf Planning 2017 - 3808	Revenue	\$0.00	\$0	\$0	(\$23,000)	\$2,394,319	\$0	(\$24,000)	(\$24,000)
	Expense	\$6,309.44	\$31,808	\$17,994	\$186,467	\$2,094,151	\$67,030	\$272,467	\$269,157
	Net	(\$6,309.44)	(\$31,808)	(\$17,994)	(\$209,467)	\$300,168	(\$67,030)	(\$296,467)	(\$293,157)
National Conference 2019 - 3801	Revenue	\$2,405,865.67	(\$26,026)	\$2,670,947	\$0	\$0	\$2,436,318	\$0	\$0
	Expense	\$1,696,772.17	\$123,613	\$1,891,879	\$28,205	\$18,442	\$2,183,764	\$35,199	\$30,124
	Net	\$709,093.50	(\$149,639)	\$779,068	(\$28,205)	(\$18,442)	\$252,554	(\$35,199)	(\$30,124)
Annual Conf. Precons -3811	Revenue	\$13,415.00	\$7,655	\$12,200	\$17,492	\$17,492	\$11,286	\$11,286	\$11,286
	Expense	\$11,098.71	\$11,845	\$25,276	\$14,427	\$15,219	\$16,838	\$10,786	\$10,684
	Net	\$2,316.29	(\$4,190)	(\$5,741)	(\$2,227)	\$2,273	\$654	\$500	\$602
Annual Conf. Programs -3835	Revenue	\$17,650.00	\$21,350	\$17,400	\$15,200	\$16,000	\$16,000	\$16,000	\$16,000
	Expense	\$48,945.18	\$51,409	\$62,767	\$42,725	\$56,238	\$70,169	\$58,475	\$58,088
	Net	(\$31,295.18)	(\$30,059)	(\$35,367)	(\$27,525)	(\$40,238)	(\$54,169)	(\$42,475)	(\$42,088)
IMLS Grant Cost Share -3708	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$37,098.51	\$34,332	\$29,849	\$1,293	\$0	\$0	\$0	\$0
	Net	(\$37,098.51)	(\$34,332)	(\$29,849)	(\$1,293)	\$0	\$0	\$0	\$0
WESS International Confernece - 3827	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Education		\$2,679,643.49	\$281,010	\$3,103,140	\$372,382	\$2,737,363	\$2,876,051	\$449,875	\$449,875
Subtotal Expenses Education		\$1,992,340.34	\$495,704	\$2,306,786	\$548,994	\$2,448,819	\$2,711,891	\$798,824	\$784,930
Subtotal Net Education		\$687,303.15	(\$214,694)	\$796,354	(\$176,612)	\$288,544	\$164,160	(\$348,949)	(\$335,055)
Advocacy									
Government Relations-3704	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$28,044.27	\$20,290	\$26,282	\$23,139	\$44,710	\$60,426	\$56,699	\$52,894
	Net	(\$28,044.27)	(\$20,290)	(\$26,282)	(\$23,139)	(\$44,710)	(\$60,426)	(\$56,699)	(\$52,894)
Council of Liaisons -3501	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$39,856.45	\$40,142	\$47,059	\$59,040	\$67,374	\$74,060	\$71,103	\$57,646
	Net	(\$39,856.45)	(\$40,142)	(\$47,059)	(\$59,040)	(\$67,374)	(\$74,060)	(\$71,103)	(\$57,646)
Technology Summit - 3208*	Revenue	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expense	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Net	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Revenues Advocacy		\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Expenses Advocacy		\$67,900.72	\$60,432	\$73,341	\$82,179	\$112,084	\$134,486	\$127,802	\$110,540
Subtotal Net Advocacy		(\$67,900.72)	(\$60,432)	(\$73,341)	(\$82,179)	(\$112,084)	(\$134,486)	(\$127,802)	(\$110,540)
Subtotal Rev ENABLING PROGRAMS & SERVICES		\$7,292,383.72	\$4,934,380	\$7,956,439	\$5,509,437	\$7,724,463	\$8,071,076	\$5,458,159	\$5,363,426
Subtotal Exp ENABLING PROGRAMS & SERVICES		\$6,830,831.53	\$5,168,589	\$7,314,573	\$6,108,559	\$8,124,431	\$8,515,015	\$6,494,352	\$6,415,513
Subtotal Net ENABLING PROGRAMS & SERVICES		\$461,552.19	(\$234,209)	\$641,866	(\$599,122)	(\$399,968)	(\$443,939)	(\$1,036,193)	(\$1,052,087)
Subtotal Rev ENABLING PROGS & SERVS W/O CHOICE		\$4,365,864.72	\$1,903,425	\$4,939,048	\$2,616,463	\$4,594,996	\$5,012,538	\$2,559,437	\$2,603,423
Subtotal Exp ENABLING PROGS & SERVS W/O CHOICE		\$3,659,433.53	\$2,105,470	\$4,164,126	\$2,979,193	\$4,738,813	\$5,435,621	\$3,753,084	\$3,563,816
Subtotal Net ENABLING PROGS & SERVS W/O CHOICE		\$706,431.19	(\$202,045)	\$774,922	(\$362,730)	(\$143,817)	(\$423,083)	(\$1,193,647)	(\$960,393)
		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	\$2,020
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
TOTAL: Revenue including CHOICE		\$7,634,332.72	\$5,220,790	\$8,285,475	\$5,509,437	\$7,724,463	\$8,071,076	\$5,458,159	\$5,363,426
TOTAL: Expenses including CHOICE		\$7,180,441.20	\$5,548,489	\$7,718,559	\$6,108,559	\$8,124,431	\$8,515,015	\$6,494,352	\$6,415,513
TOTAL: Net including CHOICE		\$453,891.52	(\$327,699)	\$566,916	(\$599,122)	(\$541,355)	(\$443,939)	(\$1,036,193)	(\$1,052,087)
TOTAL: Revenue W/O CHOICE		\$4,707,813.72	\$2,189,836	\$5,268,084	\$2,616,463	\$4,594,996	\$5,012,538	\$2,559,437	\$2,603,423
TOTAL: Expenses W/O CHOICE		\$4,009,043.20	\$2,485,397	\$4,568,123	\$2,979,193	\$4,738,813	\$5,435,621	\$3,753,084	\$3,563,816
TOTAL: Net W/O CHOICE		\$698,770.52	(\$295,562)	\$699,961	(\$362,730)	(\$285,204)	(\$423,083)	(\$1,193,647)	(\$960,393)
% OF TOTAL REVENUE W/O CHOICE									
Strategic Priorities		7.26%	13%	6%	19%	5%	6%	8%	8%
Member Engagement		15.88%	33%	14%	30%	16%	15%	31%	30%
Education		56.92%	13%	59%	13%	57%	57%	18%	17%
Publications		19.93%	41%	20%	38%	21%	22%	43%	44%
Advocacy		0.00%	0%	0%	0%	0%	0%	0%	0%
		100.00%	100%	100%	100%	100%	100%	100%	100%

1/23/2019 11:40		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	2020
ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
% OF TOTAL EXPENSES W/O CHOICE									
	Strategic Priorities	8.72%	15%	9%	22%	11%	12%	20%	21%
	Member Engagement	16.14%	28%	19%	28%	19%	16%	25%	23%
	Education	49.70%	20%	50%	19%	48%	50%	21%	22%
	Publications	23.75%	34%	20%	29%	20%	20%	30%	31%
	Advocacy	1.69%	2%	2%	3%	2%	2%	3%	3%
		100.00%	100%	100%	100%	100%	100%	100%	100%
% OF TOTAL NET W/O CHOICE									
	Strategic Priorities	-1.10%	32%	-11%	33%	99%	86%	46%	54%
	Member Engagement	14.43%	-12%	-19%	20%	76%	31%	13%	2%
	Education	98.36%	73%	114%	37%	-101%	-39%	29%	35%
	Publications	-1.97%	-13%	26%	-2%	-13%	-10%	1%	-3%
	Advocacy	-9.72%	20%	-10%	11%	39%	32%	11%	12%
		100.00%	100%	100%	100%	100%	100%	100%	100%
CHOICE -3900									
	Revenue	\$2,926,519.00	\$3,030,955	\$3,017,391	\$2,892,974	\$3,129,467	\$3,058,538	\$2,898,722	\$2,760,003
	Expense	\$3,171,398.00	\$3,063,119	\$3,150,447	\$3,129,366	\$3,385,618	\$3,079,394	\$2,741,268	\$2,851,697
	Net	(\$244,879.00)	(\$32,164)	(\$133,056)	(\$236,392)	(\$256,151)	(\$20,856)	\$157,454	(\$91,694)
* The total expenses for the Technology Summit include an additional \$25,000 in expenses that are not reflected in the project budget as \$25,000 of ACRL LTI interest was allocated to this strategic initiative.									
** 2008 actual contains \$400 in expenses previously unreported due to an accounting misallocation.									
*** ACRL embraces the use of information technology in the deliver of its Web-CE courses.									
<p>DEFINITIONS</p> <p>Lines 41-43: Show the subtotal of all ACRL Strategic Priority projects' Revenue, Expense, and Net Revenue.</p> <p>Lines 86-88: Show the subtotal of all Member Services projects' Revenue, Expense, and Net Revenue.</p> <p>Lines 153-155: Show the subtotal of all Professional Development projects' Revenue, Expense, and Net Revenue.</p> <p>Line 115-117: Shows the subtotal of all Publications projects' Revenue, Expense, and Net Revenue.</p> <p>Line 167-169: Shows the subtotal of all Advocacy projects' Revenue, Expense, and Net Revenue.</p> <p>Lines 181-183: Show the total of all ACRL projects' Revenue, Expense, and Net Revenue. Line 181, Total Revenue is equal to the sum of lines 41, 86, 115, 153, and 167. Lines 182 and 183 are calculated similarly.</p> <p>Lines 186-188: Show the total of all ACRL projects' Revenues, Expenses, and Net Revenues w/o CHOICE Revenue, Expense or Net Revenue. Line 186, total ACRL Revenue w/o CHOICE is equal to line 181, the Total of all ACRL projects' Revenue, minus line 214, CHOICE Revenue. Line 187 and 188 are calculated similarly.</p> <p>Lines 190-195: Show the Subtotal of Revenues for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Revenues w/o CHOICE. Line 191, Strategic Priorities (% of Total Revenue) is equal to line 41, Subtotal of Strategic Priority Revenue, divided by line 186, Total Revenue w/o CHOICE. Lines 192-195 are calculated similarly.</p> <p>Lines 198-203: Show the Subtotal of Expenses for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Expenses w/o CHOICE. Line 199, Strategic Priorities (% of Total Expense) is equal to line 42, Subtotal of Strategic Priority Expense, divided by line 187, Total Expense w/o CHOICE. Lines 200-203 are calculated similarly.</p> <p>Lines 206-211: Show the Subtotal of Net Revenues for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Net Revenues w/o CHOICE. Line 207, Strategic Priorities (% of Total Net Revenue) is equal to line 43, Subtotal of Strategic Priority Net Revenue, divided by line 188, Total Net Revenue w/o CHOICE.</p>									

	A	B	C	D	E	F
1	Budget Matrix for Operating Expenses	1/23/19 11:40 AM				
2	FY 2020 Budget					
3		PROPOSED ADJUSTMENTS	SALARIES	33.0%		
4	FY 2020 Budget	% BUDGETED	BUDGETED	BENEFITS	OPERATING	TOTAL
5	PROJECTS	FY 2020 Budget	FY 2020 Budget	FY 2020 Budget	EXP.ALL	
6						
7	3200 MEMBERSHIP	5.00%	\$62,719	\$18,866	\$3,827	\$85,412
8	3201 BOARD/EXEC. CTTE.	7.65%	\$95,960	\$28,865	\$5,855	\$130,680
9	3202 ACAD. LIB. STATISTICS	1.50%	\$18,816	\$5,660	\$1,148	\$25,624
10	3203 ADVISORY SERVICES	1.25%	\$15,680	\$4,716	\$957	\$21,353
11	3204 STANDARDS	0.63%	\$7,887	\$2,373	\$481	\$10,741
12	3206 AWARDS	1.90%	\$23,833	\$7,169	\$1,454	\$32,456
13	3207 CHAPTERS	1.22%	\$15,309	\$4,605	\$934	\$20,848
14	3250 COMMITTEES & INTEREST GROUPS	9.04%	\$113,396	\$34,110	\$6,918	\$154,424
15	3275 SECTIONS	5.75%	\$72,127	\$21,696	\$4,401	\$98,224
16	3300-1 C&RL	1.59%	\$19,908	\$5,988	\$1,215	\$27,111
17	3302 C&RL NEWS	15.00%	\$188,157	\$56,598	\$11,480	\$256,235
18	3303 RBM	0.37%	\$4,584	\$1,379	\$280	\$6,243
19	3340 WEB-BASED CE	2.30%	\$28,851	\$8,678	\$1,760	\$39,289
20	3341 LICENSED WORKSHOPS	3.05%	\$38,258	\$11,508	\$2,334	\$52,100
21	3400 NON PERIODICAL PUBS	8.55%	\$107,249	\$32,261	\$6,543	\$146,053
22	3402 DIVERSITY ALLIANCE	1.50%	\$18,816	\$5,660	\$1,148	\$25,624
23	3403 NEW ROLES	0.75%	\$9,408	\$2,830	\$574	\$12,812
24	3501 COUNCIL OF LIAISONS	1.20%	\$15,053	\$4,528	\$918	\$20,499
25	3702 SCHOLARLY COMMUNICATIONS	3.00%	\$37,631	\$11,320	\$2,296	\$51,247
26	3703 VAL INITIATIVE	3.00%	\$37,631	\$11,320	\$2,296	\$51,247
27	3704 GOVERNMENT RELATIONS	1.75%	\$21,952	\$6,603	\$1,339	\$29,894
28	3711 STUDENT LEARNING	0.30%	\$3,763	\$1,132	\$230	\$5,125
29	3712 PROJECT OUTCOME	4.75%	\$59,583	\$17,923	\$3,635	\$81,141
30	3800 RBMS CONFERENCE	3.34%	\$41,911	\$12,607	\$2,557	\$57,075
31	3801 ACRL 2023 CONFERENCE	1.50%	\$18,816	\$5,660	\$1,148	\$25,624
32	3808 ACRL 2021 CONFERENCE	7.20%	\$90,315	\$27,167	\$5,510	\$122,992
33	3811 PRECONFERENCES	0.22%	\$2,794	\$840	\$170	\$3,804
34	3830 IIL IMMERSION NATIONAL	1.60%	\$20,112	\$6,050	\$1,227	\$27,389
35	3831 FRIENDS OF ACRL	2.95%	\$37,065	\$11,149	\$2,261	\$50,475
36	3832 LEAD-TECH IMMERSION	0.00%	\$0	\$0	\$0	\$0
37	3833 SECTION SPECIAL EVENTS	0.49%	\$6,141	\$1,847	\$375	\$8,363
38	3834 IMMERSION LICENSING	0.06%	\$699	\$210	\$43	\$952
39	3835 ANNUAL CONFERENCE PROGRAMS	0.84%	\$10,565	\$3,178	\$645	\$14,388
40	3836 IIL IMMERSION ASSESSMENT PROG	0.00%	\$0	\$0	\$0	\$0
41	3900 CHOICE	0.75%	\$9,408	\$2,830	\$574	\$12,812
42						
43	TOTALS (down)	100.00%	\$1,254,397	\$377,326	\$76,533	\$1,708,256
44	TOTALS	100.00%	\$ 1,254,377	\$377,318	\$76,531	\$1,708,226
45	Variance due to Rounding			\$0	\$0	
46				377318		
47	NOTE: Percentage allocations based on staff timestudies from previous years.					

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	1/23/2019							
3	PROJECT:	GENERAL AND ADMINISTRATIVE							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
8	TOTAL								
9	EXPENSE								
10	5000	Salaries & Wages						\$1,390,847	\$1,254,377
11	5001	Temp Employees-In-House						0	0
12	5002	Overtime/Wages						\$6,900	\$2,875
13	5009	Accrued Vacation						0	0
14	5010	Employee Benefits						\$385,618	\$377,318
15	5000	Salaries & Wages	(\$81,025)	(\$32,954)	(\$12,759)	(\$2,208)	(\$1,780)	\$7,136	\$9,408
16	5001	Temp Employees-In-House	\$8,225	\$6,315	\$3,236	\$2,180	\$0	\$7,280	\$2,500
17	5002	Overtime/Wages	\$5,712	\$5,675	\$3,668	\$0	\$1,780	\$6,900	\$2,875
18	5009	Accrued Vacation	\$0	\$0	\$0	0	\$0	0	0
19	5010	Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$1,978	\$2,830
20	5016	Prof Memberships	\$1,970	\$1,710	\$1,405	\$2,052	\$3,022	\$2,480	\$2,480
21	5100	Temp Employee/Outside	\$2,830	\$6,704	\$0	\$0	\$0	\$0	\$0
22	5110	Professional Services	\$69,448	\$14,260	\$5,855	\$28	\$0	\$12,000	\$5,000
23	5122	Bank Service Fees	\$55	\$0	\$0	0	\$0	0	0
24	5140	Repairs/Maintenance		\$0	\$14	\$0	\$0	\$100	\$100
25	5150	Messenger Service	\$151	\$225	\$273	\$136	\$371	\$300	\$300
26	5210	Transportation	\$6,416	\$6,063	\$5,428	\$4,677	\$7,972	\$6,500	\$6,000
27	5212	Lodging & Meals	\$3,051	\$2,980	\$4,182	\$6,915	\$4,901	\$3,500	\$4,800
28	5216	Business Meetings	\$1,809	\$1,662	\$1,661	\$1,019	\$826	\$2,000	\$1,000
29	5300	Facilities Rent	\$0	\$0	\$0	0	\$0	0	0
30	5301	Conference Equipment Rental	\$956	\$491	\$0	\$603	\$0	\$100	\$100
31	5302	Meal Functions	\$3,607	\$418	\$7,793	\$1,253	\$1,256	\$8,000	\$3,000
32	5303	Exhibits	0	\$68	\$0	\$0	\$0	\$0	\$0
33	5304	Speaker/Guest Expenses	\$561	\$0	\$0	\$0	\$0	0	0
34	5306	Awards	\$0	\$0	\$0	\$0	\$0	0	0
35	5310	Computer Rental/Internet Co	\$28	\$0	\$0	\$0	\$0	0	0
36	5350	Program Allocation	\$0	\$603	\$0	\$0	\$0	\$0	\$0
37	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5402	Printing-O/S	\$2,892	\$1,892	\$1,900	\$2,224	\$852	\$2,233	\$2,000
39	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	0	0
40	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5410	Mail Service-O/S	\$0	\$0	\$0	\$225	\$0	0	0
42	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
44	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
45	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
46	5430	Web Operating Expenses	\$3,541	\$3,817	\$4,220	\$3,120	\$710	\$1,800	\$1,816
47	5030	Staff Recruitment/Relocation	\$0	\$0	\$431	\$712	\$0	\$0	\$0
48	5031	Staff Development	\$1,619	\$14,414	\$7,324	\$15,075	\$17,520	\$30,863	\$18,000
49	5500	Supplies/Operating	\$2,589	\$4,179	\$2,586	\$2,355	\$3,041	\$4,000	\$3,500
50	5501	Equipment/Software-Minor	\$5,031	\$1,272	\$2,957	\$3,098	\$2,239	\$10,300	\$10,410
51	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	\$100	\$100
52	5520	Equipment Rental/Lease	\$0	\$0	\$0	\$0	\$0	\$0	\$0
53	5522	Telephone & Fax/O/S	\$1,073	\$1,006	\$821	\$734	\$791	\$1,100	\$800
54	5523	Postage & E-Mail/O/S	\$57	\$0	\$33	\$10	\$1,759	\$100	\$100
55	5530	Depr/Furn & Equipment	\$0	\$0	\$0	\$0	\$0	\$6,400	\$6,400
56	5540	Royalty Expense	\$0	\$0	\$0	\$230	\$51	0	0
57	5560	Organization Support/Contrib	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0
58	5599	Misc. Expense	(\$48,933)	(\$200,066)	(\$48,367)	(\$59,111)	(\$49,602)	(\$114,680)	(\$75,957)
59	5902	IUT-ITTS		\$0	\$0	0	\$0	0	0
60	5904	Transfer to/from Endowment		\$150,000	\$0	0	\$0	0	0
61	5905	IUT-Telephone	\$1,967	\$1,782	\$2,145	\$2,163	\$1,826	\$2,200	\$2,000
62	5909	IUT-Dist. Center	\$965	\$546	\$524	\$532	\$688	\$1,000	\$750
63	5910	IUT-Repro.	\$5,406	\$6,937	\$4,672	\$6,979	\$1,777	\$6,000	\$2,500
64	5941	IUT-CHOICE		\$0	\$0	\$0	\$0	(\$9,690)	(\$12,812)
65	5999	IUT-Misc.		\$0	\$0	\$0	\$0	0	0
66	TOTAL DIRECT EXPENSES		\$1	(\$1)	\$2	\$1	\$0	\$0	\$0
67									
68	NET			\$0	\$0	\$0	\$0	\$0	\$0

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	0000		
4		Project Name:	Administration		
5					
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2020 Budget \$ Amount
8					
9			Total Revenues		0.00
10	5000	Salaries & Wages	Salaries: Memo only; will be allocated to programs at year end.	1,254,377	
11	5001	Temp Employees-In-House			
12	5002	Overtime/Wages	Anticipated overtime for ALA Conferences plus 15% benefits	2,875	
13	5010	Employee Benefits	Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end.	377,318	
14	5000	Salaries & Wages	Portion of ACRL salaries allocated to CHOICE, @ % of total ACRL salaries listed in the salary matrix.		9,408.00
15	5001	Temp Employees-In-House	Interns/temporary employees in lieu of full time administrative assistant. (intern staffing @ 10 hours/week (\$14/hr) for 12 months = \$14,560)		2,500.00
16	5002	Overtime/Wages	Anticipated overtime for ALA Conferences plus 15% benefits		2,875.00
17	5010	Employee Benefits	Benefits of line 5000 for Choice supported portion based on time study		2,830.00
18	5016	Prof Memberships	ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$370), AFP (\$370)		2,480.00
19	5100	Temp Employee/Outside			0.00
20	5110	Professional Services	Contract support as needed.		5,000.00
21	5140	Repairs/Maintenance	Shared		100.00
22	5150	Messenger Service	Messenger service		300.00
23	5210	Transportation	Travel expenses for Executive Director to meet with non-liaison associations, potential donors, governmental agencies and to conduct association business (Choice site visits); 8 flights at (\$400) = 3,200 and local transportation \$100 each trip. \$2,300 for travel to IFLA. Staff travel for association business.		6,000.00
24	5212	Lodging & Meals	Lodging and meals for Executive Director when on business for association; 8 trips avg 1 night each (\$250 sleeping room, internet, taxes) and meals for Executive Director (\$50 per diem) 8 trips avg 2 days each. \$2,000 for IFLA attendance.		4,800.00
25	5216	Business Meetings	Business meetings and registration fees.		1,000.00
26	5301	Conference Equipment Rental	Conference equipment rental		100.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	0000		
4		Project Name:	Administration		
5					
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2020 Budget \$ Amount
27	5302	Meal Functions	Meal Functions - Group meals Executive Director hosts to conduct association business during travel.		3,000.00
31	5402	Printing-O/S	Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300 -Share of ACRL Briefing Book (1/3 of \$700)		2,000.00
32	5404	Design Service-O/S	Design service		0.00
33	5411	Advertising/Space	Advertising/space for recruitment		0.00
34	5420	Copyright Fees	General Copyright Fees		0.00
35	5430	Web Operating Expenses	Domain name fees for acrl.org and acrlg.xxx (\$300), bulk email provider (now provided by ALA), survey software subscription (SurveyMonkey or other, \$336), Skype (\$350/year).		1,816.00
36	5030	Staff Recruitment/Relocation			0.00
37	5031	Staff Development	Staff Development for area workshops and seminars; 1.5% of staff salaries and the \$10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance. Based on historical actuals.		18,000.00
38	5500	Supplies/Operating	Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations.		3,500.00
39	5501	Equipment/Software-Minor	Minor equipment and computer software costing. Est. financial software licenses: \$2,500. Volunteer system: \$1,500. Adobe Creative Cloud Suite: \$2150. Zoom \$4260 = \$355 x 12 months.		10,410.00
40	5502	Ref Matls/Periodicals	Reference materials and subscriptions to professional journals.		100.00
41	5520	Equipment Rental/Lease			0.00
42	5522	Telephone & Fax/O/S	Telephone		800.00
43	5523	Postage & E-Mail/O/S			100.00
44	5530	Depr/Furn & Equipment	Depreciation		6,400.00
45			From depr worksheet. Placeholder pending updates from ALA Finance.	6,400	
46	5560	Organization Support/Contrib.	ACRL FY19 contribution to the LTI fund: shown on Exec. Summary		
47	5599	Misc. Expense	Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix	574	-75,957.00
48			Reverse out charges to projects (memo includes CHOICE amount)	-76,531.00	
49	5905	IUT-Telephone	IUT telephone		2,000.00
50	5909	IUT-Dist. Center	IUT distribution		750.00
51	5910	IUT-Repro.	IUT reprographics		2,500.00
52	5941	IUT-CHOICE	Transfer from CHOICE		-12,812.00
53			Total Expenses		0.00
54			Net		0.00

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: MEMBERSHIP SERVICES & RECRUITMENT								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4000	Dues/Personal	\$630,256	\$642,750	\$634,905	\$635,258	\$606,636	\$525,699	\$506,949
9	4001	Dues/Organizational	\$0	\$0	\$0	\$0	\$0	\$74,002	\$75,660
10	4002	Dues-Special	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4003	Dues Life Members-Cl	\$3,570	\$3,375	\$3,240	\$3,195	\$3,150	\$3,195	\$3,063
12	4004	Dues-Cont. Members	\$120	\$120	\$120	\$120	\$120	\$120	\$120
13	4163	Advertising/Online	\$0	\$0	\$0	0	\$0	0	0
14	4610	Comm/Online Advertis	\$0	\$0	\$0	0	\$0	0	0
15	4490	Misc. Fees/Revenues	\$0	\$0	\$0	0	\$0	0	0
16	4429	Overhd-exempt Rev./I	\$0	\$0	\$0	0	\$0	0	0
17									
18	TOTAL		\$633,946	\$646,245	\$638,265	\$638,573	\$609,906	\$603,016	\$585,792
19									
20	EXPENSES								
21	5000	Salaries & Wages	\$59,935	\$48,692	\$71,141	\$47,110	\$57,764	\$51,309	\$62,719
22	5001	Temp Employees-In-H	\$0	\$0	\$0	\$0	\$0	0	0
23	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
24	5010	Employee Benefits	\$16,538	\$13,901	\$21,110	\$14,395	\$17,329	\$14,226	\$18,866
25	5110	Professional Services	\$8,132	\$45,510	\$33,569	\$43,429	\$54,740	\$50,500	\$10,000
26	5122	Bank Service Fees	\$12,774	\$13,688	\$13,708	\$15,624	\$13,420	\$12,060	\$11,716
27	5150	Messenger Service	\$0	\$0	\$0	0	\$0	0	0
28	5210	Transportation	\$0	\$0	\$0	0	\$0	0	0
29	5212	Lodging & Meals	\$0	\$0	\$0	0	\$0	0	0
30	5216	Business Meetings	\$0	\$0	\$0	0	\$0	0	0
31	5300	Facilities Rent	\$0	\$0	\$0	0	\$0	0	0
32	5301	Conference Equipmen	\$0	\$0	\$0	0	\$0	0	0
33	5302	Meal Functions	\$3,487	\$8,861	\$4,363	\$4,722	\$4,206	\$10,019	\$4,465
34	5303	Exhibits	\$0	\$0	\$0	0	\$0	0	0
35	5304	Speaker/Guest Expen	\$0	\$0	\$0	0	\$0	0	0
36	5309	Audio/Visual Equip Re	\$0	\$1,076	\$0	\$0	\$0	\$0	\$0
37	5350	Program Allocation	\$10,946	\$32,723	\$20,130	\$20,352	\$37,605	\$73,500	\$29,000
38	5401	Typesetting/Comptn-C	\$0	\$0	\$0	\$0	\$0	\$0	\$0
39	5402	Printing-O/S	\$4,586	\$5,731	\$5,880	\$4,421	\$3,703	\$6,000	\$4,500
40	5404	Design Service-O/S	\$0	0	\$0	0	\$0	0	0
41	5410	Mail Service-O/S	\$232	\$152	\$0	\$25	\$0	\$50	\$0
42	5430	Web Operating Expen	\$0	\$0	\$1,149	\$1,199	\$89	\$0	0
43	5500	Supplies/Operating	\$102	\$1,939	\$2,378	\$1,238	\$6,298	\$1,250	\$700
44	5501	Equipment/Software-M	\$0	\$0	\$0	\$0	\$1,693	\$0	\$0
45	5530	Depr/Furn & Equipmen	\$430	\$223	\$197	\$204	\$194	0	0
46	5560	Organization Support/	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5599	Misc. Expense	\$3,420	\$10,784	\$3,676	\$2,944	\$2,377	\$4,140	\$3,827
48	5902	IUT-ITTS	\$495	\$495	\$495	\$360	\$405	\$360	\$405
49	5904	Transfer to/from Endo	\$0	\$0	\$0	\$0	\$0	-\$226,501	(\$200,000)
50	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51	5909	IUT-Dist. Center	\$146	\$462	\$478	\$346	\$355	\$350	\$355
52	5910	IUT-Repro.	\$442	\$1,545	\$249	\$784	\$159	\$250	\$160
53	5999	IUT-Misc.	\$0	\$0	\$0	0	\$0	0	0
54									
55	TOTAL DIRECT EXPENSES		\$121,667	\$185,782	\$178,523	\$157,152	\$200,336	-\$2,487	(\$53,287)
56									
57	NET		\$512,279	\$460,464	\$459,742	\$481,421	\$409,570	\$605,503	\$639,079

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4000	Dues/Personal	<p>Personal memberships in August 2018 totalled 9,608. FY19 personal membership is projected to increase .0094% over FY18 to 9,698 (of which 9,484 are paying members). Students represent 9.6% (931) of personal (paying) members and retired members represent 3.5% (341). Total cash receipts: (8212 x \$64 = \$525,568)+(341 x \$41 = \$13,981)+(931 x \$5 = \$4,905) = \$544,454. This is the number used to calculate FY19 deferred revenue which appears in the first quarter of FY20. Four of the 12 months of 2019 are part of FY20 (Sept.-Dec.). Therefore, 4/12 of the 2019 dues are deferred in FY20 (.333 x \$544,454) = \$181,303.</p>		\$506,949.00
9			<p>Personal memberships in FY20 are expected to decrease from the FY19 level by 3.5% to 9,359 (of which 9,173 are paying members). Total cash receipts: (881 x \$5 = \$4,405)+(321 x \$43 = \$13,803)+(7,971 x \$66 = \$526,086) = \$544,294. Eight of the 12 months of 2020 are part of FY20 (Jan.-Aug.). Therefore, 8/12 (or .667) of the 2020 dues are recognized in FY2020 (the rest, or 4/12 (or .333), is deferred: 8/12 of \$544,294 = \$363,044.</p>		
10			Reduce projected revenues by 5% = \$27,217 to account for variance of when member dues are received		
11	4001	Dues/Organizational	Organizational members for 2019 are expected to decline by 1% (6) from 2018 total (628 x \$125 = \$78,500). Four months (Sept.-Dec. 2019) are part of FY2020. 4/12 of \$78,500 = \$26,140.		\$75,660.00
12			Organizational members for 2020 are expected to decline by 1% (6) from 2019. Total cash receipts: 622 X \$125 = \$75,750. Eight of the 12 months of 2020 are part of FY20 (Jan.-Aug.). Therefore, 8/12 (or .667) of the dues are recognized in FY20 (the rest or 4/12 [or .333] are deferred to FY21) 8/12 of \$77,750 = \$51,859.		
13			Org revenues minus 3% factor to account for varying renewal times = \$2,340		
14	4002	Dues-Special	Special Member Dues, based on 2017 actual		\$0.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
15	4003	Dues Life Members-Current	Life member dues revenues. In August 2020, life dues are expected to total \$3,063 which is a 1.4% decrease from FY19.		\$3,063.00
16	4004	Dues-Cont. Members & Div Trf	Continuing members dues revenues. In August 2020, continuing member dues are expected to total \$120 which no change from FY19.		\$120.00
17			Total Revenues		\$585,792.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
18	5000	Salaries & Wages	Salaries calculated % of ACRL total salaries detailed in the salary matrix		\$62,719.00
19	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$18,866.00
20	5110	Professional Services	Consultant costs: \$10,000 (for member research)		\$10,000.00
21	5122	Bank Service Fees	Bank service fees (2.0% of dues)		\$11,716.00
22	5302	Meal Functions	Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$8929 x2 conferences) = \$4464		\$4,465.00
23			ACRL 101: \$1,200		
24	5350	Program Allocation	Five FY19 Emerging Leader sponsorship (\$1,000 x 5 = \$5,000); Exhibits at MW and Annual Conference \$10,000; Support of two ALA Spectrum Scholars: \$14,000		\$29,000.00
25	5401	Typesetting/Comptn-O/S			\$0.00
26	5402	Printing-O/S	Outside printing of C&RL News wraps (new, reinstated, lapsing members); based on historical figures		\$4,500.00
27	5410	Mail Service-O/S	Mail service (based on FY18 actual)		\$0.00
28	5411	Advertising/Space	Advertising/space		\$0.00
29	5413	Mail List Rental	Mail list rental (based on FY16)		\$0.00
30	5415	Pre-Press/Photo Services	Pre-press/photo		
31	5500	Supplies/Operating	ACRL membership ribbons and ACRL 101 supplies (FY18 actual)		\$700.00
32	5501	Equipment/Software-Minor	Adobe Connect & Zoom software annual subscription --in Project 0000.		\$0.00
33	5523	Postage & E-Mail/O/S	Postage		
34	5560	Organization Support/Contrib.	Long-term investment fund interest (Proj 3657) to fund strategic initiatives. Note: at request of ALA Finance, this now shown in 5904. Support for CHOICE OER Project: \$100,000 plus \$350,000 exchange for CHOICE LTI transfer to ACRL LTI. Since not a regular operational expense shown on executive summary as a reduction of the ACRL net asset balance.		

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
35	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$3,827.00
36	5902	IUT-ITTS	IUT-data processing (mailing labels for C&RL News wraps) (Based on FY18 actual)		\$405.00
37	5904	Transfer to/from Endowment	Payout approved by the ALA Board of the interest/appreciation/dividends/contributions from ACRL's LTI calculated as five percent of the average of the previous twenty quarter. This number will be updated in February when payouts are approved by the Endowment Trustees.		(\$200,000.00)
38	5905	IUT-Telephone	IUT-telephone (based on FY18 actual)		\$0.00
39	5909	IUT-Dist. Center	IUT-distribution (based on FY18 actual)		\$355.00
40	5910	IUT-Repro.	IUT-reprographics (based on FY18 actual)		\$160.00
41	5942	IUT-Advertising	IUT-advertising;		\$0.00
42			Total Expenses		(\$53,287.00)
43			Net		\$639,079.00

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	1/23/2019							
3	PROJECT:	BOARD, PRESIDENT, EXEC. COMMITTEE							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4220	Meal Functions	\$0	\$0	\$0	0	0	0	0
8	4400	Donations/Honoraria	\$0	\$0	\$0	0	0	0	0
9	4429	Overhd-exempt Rev./Divis	\$0	\$0	\$0	0	0	0	0
10	4490	Misc. Fees/Revenues	\$0	\$0	\$0	0	0	0	0
11									
12	TOTAL		\$0						
13									
14	EXPENSES								
15	5000	Salaries & Wages	\$102,283	\$77,464	\$95,199	\$71,685	\$92,253	\$82,612	\$95,960
16	5001	Temp Employees-In-House		\$0	\$0	0		0	0
17	5002	Overtime/Wages		\$0	\$0	0		0	0
18	5010	Employee Benefits	\$28,228	\$22,116	\$28,248	\$21,905	\$27,674	\$22,905	\$28,865
19	5016	Prof Memberships	\$15	\$0	0	0		0	0
20	5110	Professional Services	\$10,125	\$10,000	\$10,000	\$12,573	\$9,348	\$13,400	\$6,000
21	5122	Bank Service Fees		\$0	0	0		0	0
22	5150	Messenger Service	\$380	\$7	\$244	\$274	\$557	\$700	\$700
23	5210	Transportation	\$12,826	\$13,313	\$13,458	\$17,045	\$21,807	\$24,700	\$16,700
24	5212	Lodging & Meals	\$27,373	\$21,647	\$21,512	\$23,409	\$20,136	\$40,520	\$31,050
25	5214	Entertainment		\$0	0	0		0	0
26	5216	Business Meetings	\$4,777	\$1,901	\$2,095	\$1,990	\$1,990	\$2,095	\$2,095
27	5300	Facilities Rent	\$150	\$600	\$941	\$0		\$200	\$0
28	5301	Conference Equipment Re	\$5,612	\$7,507	\$6,907	\$6,823	\$4,353	\$5,755	\$5,650
29	5302	Meal Functions	\$19,794	\$21,066	\$28,095	\$27,078	\$23,684	\$35,459	\$28,761
30	5309	Audio/Visual Equip Rental	\$0	\$0	\$744	0		\$0	\$0
31	5310	Computer Rental/Internet	\$0	\$0	0	0		0	0
32	5350	Program Allocation	\$0	\$826	\$28	\$397		\$100	\$100
33	5402	Printing-O/S	\$105	\$0	\$227	\$0	\$162	\$333	\$333
34	5404	Design Service-O/S	\$0	\$0	0	\$263		0	0
35	5410	Mail Service-O/S	\$0	\$0	0	\$0		0	0
36	5411	Advertising/Space	\$0	\$0	0	\$0		0	0
37	5412	Advertising/Direct	\$0	\$0	\$0	\$0		\$0	\$0
38	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0		\$200	\$200
39	5420	Copyright Fees	\$0	\$0	\$0	\$0		\$207	\$207
40	5430	Web Operating Expenses	\$0	\$0	\$1,149	\$1,149	\$1,684	\$0	\$0
41	5431	Webinars/Webcasts/We	\$0	\$0	0	\$0		0	0
42	5031	Staff Development	\$0	\$0	0	\$0		0	0
43	5500	Supplies/Operating	\$686	\$835	\$1,791	\$1,185	\$1,173	\$2,000	\$1,200
44	5502	Ref Mats/Periodicals	\$0	\$23	\$0	\$0		\$50	\$0
45	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0		\$50	\$0
46	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0		\$0	\$0
47	5530	Depr/Furn & Equipment	\$735	\$354	\$264	\$310	\$310	\$0	\$0
48	5560	Organization Support/Contrib.		\$0	0	\$0		0	0
49	5599	Misc. Expense	\$5,838	\$17,156	\$4,919	\$4,479	\$3,796	\$6,665	\$5,855
50	5902	IUT-ITTS		\$0	\$0	\$0		\$0	\$0
51	5905	IUT-Telephone		\$0	\$0	\$0		\$0	\$0
52	5909	IUT-Dist. Center	\$21	\$47	\$17	\$9		\$50	\$50
53	5910	IUT-Repro.	\$11	\$71	\$0	\$2	\$3,253	\$100	\$100
54	5942	IUT-Advertising		\$0	\$0	\$0		\$0	\$0
55	5999	IUT-Misc.		\$0	0	\$0		0	0
56	5911	IUT-General Overhead		\$0	0	\$0		0	0
57									
58	TOTAL DIRECT EXPENSES		\$218,961	\$194,933	\$215,838	\$190,578	\$212,181	\$238,101	\$223,826
59									
60	NET		(\$218,961)	(\$194,933)	(\$215,838)	(\$190,578)	(\$212,181)	(\$238,101)	(\$223,826)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8					
9					
10			Total Revenues		0
11	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries as shown in salary matrix.		95,960
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		28,865
13	5110	Professional Services	SPOS Facilitator (\$6,000)		6,000
14	5150	Messenger Service	Shipping of Board documents to conference. 1/3 of briefing book shipment. Shipment to MW and AC \$200 x 2 = \$400		700
15	5210	Transportation	Total transportation expenses for the Fall Exec meeting, Strategic Planning and Orientation Session (SPOS), Spring Exec meeting, Board President and Executive Director liaison travel, and President-Elect and Executive Director training at ASAE		16,700
16			Fall Exec (Virtual)		
17			SPOS (Chicago) 13 Board members air travel + 1 facilitator+ 8 committee chairs/vice-chairs 22 ppl X \$450 (\$400 flight, \$50 for luggage fees) = \$9,900 Local ground transportation 22 X \$50=\$1,100 Reimbursements for mileage to airport and airport parking/staff local travel as needed. 22 ppl x \$50 = \$1,100	12,100	
18			ARL/CNI/Other Mtgs for ACRL Board President and Executive Director Eight (8) air travel trips at \$300 plus \$50 for luggage fees = \$2,800 Local ground transportation, mileage and parking reimbursement 8 trips x \$100 = \$800.	3,600	

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

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
32	5302	Meal Functions	Fall and Spring Exec (virtual)		28,761
33			Board meals @ MW Optional group dinner 15 ppl @ \$45 person = \$675 Board Breakfast at Board Update 16ppl @ \$50 ea = \$800 Board lunch in the suite 20ppl @ \$75 ea = \$1,500 Board meals @ AC AC Board orientation catered breakfast for 10 ppl @ \$50 ea = \$500, Optional group dinner 15 ppl @ \$45 person = \$600 Board lunch in the suite 16ppl @ \$75 ea = \$1,200 \$150 for ED and Pres Inaugural banquet tickets	5,425	
34			Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$8929 @ each conference) = \$4464	4,464	

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
35			<p>SPOS meals at hotel plus social event</p> <p>Wed catered breakfast for 10 ppl @ \$40 ea = \$400 catered lunch for 10 ppl @ \$68 ea = \$680 2 catered break for 32 ppl @ \$25 ea = \$1600 group dinner and event for 32 ppl @ \$75 per person = \$2,400</p> <p>Thurs catered breakfast and break for 32 ppl @ \$40 ea = \$1,280 catered lunch for 32 ppl @ \$68 ea = \$2,176 2 catered break for 32 ppl @ \$25 ea = \$1600 group dinner w activity tbd for 32 ppl @ \$140 = \$4480</p> <p>Fri catered breakfast for 32 ppl @ \$40 ea = \$1,280 catered lunch for 32 ppl @ \$68 ea = \$2,176 catered break for 32 ppl @ \$25 ea = \$800</p>	18,872	
36	5304	Speaker/Guest Expenses	President's Program speaker expenses (\$4,000) (now reflected in Project 3835)		0
37	5305	Speaker/Guest Honorarium	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)		0
38	5309	Audio/Visual Equip Rental	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)		0
39	5350	Program Allocation	Board program expenses. Leadership Council moved to 5212.		100
40	5402	Printing-O/S	Printing-outside- 1/3 share of \$700 ACRL Briefing Book Business cards for ACRL Presidents-\$100		333
41	5412	Advertising/Direct			
42	5415	Pre-Press/Photo Services	Board photos		200
43	5420	Copyright Fees	HBR article copyright fees for Board orientation packet. \$207		207
44	5430	Web Operating Expenses	Zoom license fees moved to 0000.		0
45	5500	Supplies/Operating	Supplies for Leadership Council and five Board meetings based on previous years.		1,200
46	5502	Ref Matls/Periodicals	Reference Materials		0
47	5522	Telephone & Fax/O/S	Reimbursement, phone, for President, Officers		0

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2020 Budget \$ Amount
48	5523	Postage & E-Mail/O/S	Reimbursement, postage, for President, Officers		0
49	5530	Depr/Furn & Equipment	Reimbursement, postage, for President, Officers		0
50	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		5,855
51	5902	IUT-ITTS	IUT-Data Processing		0
52	5905	IUT-Telephone	IUT-Telephone		0
53	5909	IUT-Dist. Center	IUT-Distribution		50
54	5910	IUT-Repro.	IUT-Reprographics		100
55	5942	IUT-Advertising	Share of Colleagues Thank-You Ad, proportional to possible sponsorships received in this project		0
56			Total Expenses		223,826
57			Net		-223,826

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL								
3	PROJECT: 3202 Library Trends & Statistics								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4100	Sales/Books	\$79,417	\$66,376	\$70,879	\$85,111	\$43,222	\$47,432	\$43,120
9	4601	Returns/Credits	(\$16,260)	(\$6,458)	(\$5,944)	(\$9,035)	(\$1,769)	(\$2,000)	(\$2,000)
10	4102	Sales Audiovisual	\$0	\$0	\$0	\$0	\$0	0	0
11	4103	Sales/On-line	\$32,304	\$41,742	\$53,513	\$52,333	\$75,385	\$71,736	\$116,117
12	4421	Royalties-Exempt	\$0	\$2,275	0	\$1,993	\$0	0	0
13	4430	Royalties-Non-Ex	\$0	\$0	0	\$0	\$0	0	0
14	4143	Advertising/Online	\$0	\$0	\$0	\$0	\$0	\$600	\$600
15	4602	Sales/Book Disc	\$0	\$0	(\$5,088)	(\$863)	(\$481)	\$0	\$0
16	4610	Comm/Online Ad	\$0	\$0	\$0	\$0	\$0	(\$28)	(\$28)
17									
18	TOTAL		\$95,461	\$103,935	\$113,360	\$129,540	\$116,357	\$117,740	\$157,809
19									
20	PENSES								
21	5000	Salaries & Wages	\$4,014	\$7,437	\$11,233	\$10,417	\$12,173	\$11,046	\$18,816
22	5002	Overtime/Wages	\$0	\$0	0	\$0	\$0	0	0
23	5010	Employee Benefit	\$1,107	\$2,123	\$3,333	\$3,183	\$3,652	\$3,063	\$5,660
24	5110	Professional Serv	\$55,097	\$26,500	\$36,000	\$84,500	\$51,000	\$36,000	\$50,000
25	5122	Bank Service Fee	\$0	\$9	\$128	\$776	\$527	\$776	\$527
26	5150	Messenger Service	\$187	\$21	\$0	\$0	\$0	\$0	\$0
27	5210	Transportation	\$0	\$0	\$284	\$0	\$0	0	0
28	5212	Lodging & Meals	\$0	\$0	\$35	\$0	\$0	0	0
29	5350	Program Allocatio	\$100	\$451	0	\$0	\$695	0	0
30	5400	Edit/Proofreading	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5402	Printing-O/S	\$4,732	\$3,716	\$2,674	\$4,123	\$1,022	\$1,512	\$842
32	5404	Design Service-C	\$30	\$30	\$30	\$0	\$21	\$0	\$300
33	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$300	\$0
34	5414	Supplies/Production		\$10	\$0	\$0	\$0	\$0	
35	5415	Pre-Press/Photo	\$0	\$0	\$0	\$0	\$23	\$0	\$23
36	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$33	\$0
37	5430	Web Operating E	\$7,500	\$7,500	\$7,500	\$5,000	\$0	\$15,000	\$30,000
38	5433	Order Processing	\$9,024	\$6,705	\$3,117	\$4,016	\$4,448	\$2,182	\$1,984
39	5480	Cost of Sales	\$50,124	\$41,383	\$36,766	\$19,868	\$10,237	\$31,305	\$28,459
40	5490	Inventory Adjustm	-\$63,362	(\$43,104)	(\$33,831)	(\$74,642)	(\$32,319)	(\$37,545)	(\$50,865)
41	5499	Inventory Reserve	\$4,770	\$19,091	\$1,587	\$4,794	\$1,488	\$1,138	\$1,035
42	5500	Supplies/Operatin	\$0	\$0	\$0	\$0	\$0	0	0
43	5522	Telephone & Fax	\$0	\$0	\$0	\$0	\$0	0	0
44	5523	Postage & E-Mail	\$248	\$0	\$385	\$1,878	\$173	\$1,878	\$173
45	5530	Depr/Furn & Equi	\$29	\$34	\$31	\$45	\$41	\$0	\$0
46	5540	Royalty Expense	\$9,509	\$0	\$0	\$0	\$0	\$0	\$0
47	5543	Bad Debt Expens	\$200	\$0	\$1,085	\$1,100	\$1,211	\$1,177	\$1,578
48	5560	Organization Sup	\$0	\$0	\$0	\$0	\$0	0	0
49	5599	Misc. Expense	\$229	\$1,647	\$580	\$651	\$502	\$891	\$1,148
50	5900	IUT-Marketing	\$0	\$0	\$0	\$0	\$0	0	0
51	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
52	5909	IUT-Dist. Center	\$116	\$37	\$0	\$25	\$0	\$25	\$0
53	5910	IUT-Repro.	\$0	\$0	\$59	\$0	\$0	0	0
54	5911	IUT-General Ove	\$11,503	\$12,911	\$14,680	\$16,836	\$15,417	\$15,601	\$20,910
55									
56	TOTAL		\$95,157	\$86,501	\$85,675	\$82,569	\$70,310	\$84,382	\$110,590
57									
58	NET		\$304	\$17,434	\$27,686	\$46,971	\$46,046	\$33,358	\$47,219

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3202		
4		Project Name:	Academic Library Trends and Statistics		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
23	5000	Salaries & Wages	Salaries @ % of ACRL salaries per salary matrix		\$18,816.00
24	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$5,660.00
25	5110	Professional Services	Professional Services - data collection (\$36,000 for ACRL Metrics & \$14,000 for Space Metrics)		\$50,000.00
26	5122	Bank Service Fees	Bank service charge (based on FY18)		\$527.00
27	5150	Messenger Service	Messenger service (based on FY18)		\$0.00
28	5400	Edit/Proofreading-O/S	Editorial/Proofreading		\$0.00
29	5402	Printing-O/S	Outside printing –		\$842.00
30			80 X \$10.65 = \$852		
31	5404	Design Service-O/S	Lay out (FY18 actual)		\$300.00
32	5410	Mail Service-O/S	Mail service-Outside		\$0.00
33	5411	Advertising/Space	Advertising space purchase, (Choice and other higher ed. Journals)		
34	5413	Mail List Rental	Mail list rental		
35	5415	Pre-Press/Photo Services	Pre-Press/Photographic (FY18actual)		\$23.00
36	5420	Copyright Fees	Copyright fees (FY18 actual)		\$0.00
37	5430	Web Operating Expenses	Web hosting (ACRL Metrics & Space Metrics)		\$30,000.00
38	5433	Order Processing/Fulfillment	Transaction fee (4.6% x line 4100)		\$1,984.00
39	5480	Cost of Sales	Cost of sales, calculated as 66% of sales (line 4100)		\$28,459.00
40	5490	Inventory Adjustment	Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420		(\$50,865.00)
41	5499	Inventory Reserve Adjustment	Calculated as 2.4% of line 4100		\$1,035.00
42	5523	Postage & E-Mail/O/S	Postage (FY18 actual)		\$173.00
43	5530	Depr/Furn & Equipment			\$0.00
44	5540	Royalty Expense	No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units		\$0.00
45	5543	Bad Debt Expense	Bad debt (1% of gross revenues)		\$1,578.00
46	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$1,148.00
47	5905	IUT-Telephone	IUT-Telephone		\$0.00
48	5909	IUT-Dist. Center	IUT-Distribution (FY18 actual)		\$0.00
49	5911	IUT-General Overhead	IUT-Overhead - Publishing pays 50% of ALA overhead rate		\$20,910.00
50			Total Expenses		\$110,590.00
51			Net		\$47,219.00

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: ADVISORY SERVICES								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4100	Sales/Books	\$6,750	\$0	\$0	\$0	\$0	0	0
9	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	4602	Sales/Book Discounts	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4103	Sales/On-line	\$0	\$0	\$0	\$0	\$0	0	0
12	4400	Donations/Honoraria	\$6,000	\$9,000	\$0	\$0	\$0	\$0	\$0
13	4421	Royalties-Exempt	\$12,050	(\$2,000)	\$0	\$0	\$0	0	0
14	4429	Overhd-exempt Rev./Divisio	\$0	\$0	\$0	\$0	\$0	0	0
15	4430	Royalties-Non-Exempt	\$24,700	\$0	\$72,425	\$0	\$0	0	0
16	4490	Misc. Fees/Revenues	\$11,950	\$79,269	0	\$82,350	\$27,050	\$45,000	\$143,500
17									
18	TOTAL		\$61,450	\$86,269	\$72,425	\$82,350	\$27,050	\$45,000	\$143,500
19									
20	EXPENSES								
21	5000	Salaries & Wages	\$30,430	\$33,199	\$30,422	\$39,653	\$50,047	\$53,158	\$15,680
22	5001	Temp Employees-In-House		\$0	\$0	\$0	\$0	0	0
23	5002	Overtime/Wages		\$0	\$0	\$0	\$0	0	0
24	5010	Employee Benefits	\$8,397	\$9,478	\$9,027	\$12,114	\$15,013	\$14,738	\$4,716
25	5031	Staff Development	\$0	\$0	\$0	\$2,933	\$0	0	0
26	5110	Professional Services		\$21,500	\$14,000	\$43,500	\$26,825	\$12,500	\$82,000
27	5122	Bank Service Fees	\$237	\$0	\$358	\$0	\$103	0	0
28	5150	Messenger Service		\$0	\$0	\$0	\$65	0	0
29	5210	Transportation	\$3,285	\$4,485	\$2,134	\$42	\$2,550	\$700	\$1,500
30	5212	Lodging & Meals	\$380	\$130	\$593	(\$894)	\$72	\$300	\$300
31	5216	Business Meetings		\$0	\$0	\$233	\$0	0	0
32	5302	Meal Functions		\$0	\$0	\$0	\$0	0	0
33	5305	Speaker/Guest Honorarium	(\$750)	\$0	\$0	\$0	\$0	0	0
34	5350	Program Allocation		\$0	\$0	\$0	\$0	0	0
35	5402	Printing-O/S		\$163	\$0	\$0	\$0	0	0
36	5430	Web Operating Expenses		\$0	\$0	\$0	\$0	0	0
37	5433	Order Processing/Fulfillment	\$0	\$0	\$0	\$0	\$0	\$0	0
38	5480	Cost of Sales	\$0	\$0	\$0	\$0	\$0	0	0
39	5490	Inventory Adjustment	\$0	\$0	\$0	\$0	\$0	0	0
40	5499	Inventory Reserve Adjustme	\$0	\$0	\$0	\$0	\$0	0	0
41	5500	Supplies/Operating	\$966	\$1,500	\$0	\$23	\$160	\$0	0
42	5501	Equipment/Software-Minor	\$195	\$195	\$0	\$0	\$0	0	0
43	5502	Ref Matls/Periodicals		\$0	\$0	\$0	\$0	\$0	\$0
44	5510	Insurance		\$0	\$0	\$0	\$0	0	0
45	5522	Telephone & Fax/O/S		\$0	\$0	\$0	\$0	0	0
46	5523	Postage & E-Mail/O/S		\$0	\$0	\$0	\$0	0	0
47	5530	Depr/Furn & Equipment	\$219	\$152	\$84	\$172	\$168	0	0
48	5540	Royalty Expense	\$0	\$0	\$0	\$0	\$0	0	0
49	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	0	0
50	5560	Organization Support/Contrib.		\$0	\$0	\$0	\$0	0	0
51	5599	Misc. Expense	\$1,736	\$6,692	\$1,572	\$2,478	\$2,059	\$4,289	\$957
52	5902	IUT-ITTS		\$0	\$0	\$0	\$0	0	0
53	5905	IUT-Telephone		\$0	\$0	\$0	\$0	\$25	\$0
54	5909	IUT-Dist. Center	\$23	\$0	\$2	\$5	\$0	\$25	\$0
55	5910	IUT-Repro.		\$0	\$0	\$41	\$0	\$15	\$40
56	5999	IUT-Misc.		\$0	\$0	\$0	\$0	0	0
57	5911	IUT-General Overhead		\$0	\$0	\$10,870	\$3,571	\$5,963	\$19,014
58									
59	TOTAL DIRECT EXPENSES		\$45,117	\$77,494	\$58,191	\$111,170	\$100,632	\$91,713	\$124,207
60									
61	NET		\$16,333	\$8,775	\$14,234	(\$28,820)	(\$73,582)	(\$46,713)	\$19,293

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3203		
4		Project Name:	Advisory Services		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4601	Returns/Credits			\$0
9	4602	Sales/Book Discounts			\$0
10	4400	Donations/Honoraria			\$0
	4490	Misc. Fees/Revenues	Revenue for consulting services: • 5 full external reviews x \$9500/review • 8 peer feedback on internal self-study reports x \$3000/peer review • 4 one-day strategic planning retreats x \$9000/retreat • 4 half-day facilitation retreats x \$3000/retreat • 2 one-day team building retreats x \$9000/retreat • 2 one-year strategic planning quarterly follow-ups x \$3000/follow-ups		\$143,500
11					
12					143,500
	5000	Salaries & Wages	Salaries: % of ACRL total salaries listed in the salary matrix; includes time spent on the ACRL Web site and responses to email and phone requests for information		\$15,680
13					
14	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		4,716
	5110	Professional Services	Consultant Services • Consulting svcs manager \$26,000 • 5 full external reviews: 6 adjuncts x \$3000 (assumes 4 visits by staff) • 8 peer feedback on internal self-study reports: 8 adjuncts x \$1200 • 4 one-day strategic planning retreats: 8 adjuncts x \$3000 • 4 half-day facilitation retreats: 4 adjuncts x \$2000 • 2 one-day team building retreats: 4 adjuncts x \$3000 • 2 one-year strategic planning quarterly follow-ups: 2 adjuncts x \$1200		82,000
15					
	5210	Transportation	Nearly all travel will be paid by client. Budgeting for two new adjuncts for shadow/trial basis (we would assume costs and not charge back to client).		1,500
16					
17	5212	Lodging & Meals	Lodging & Meals		300
18	5502	Ref Mats/Periodicals	Reference material		-
	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		957
19					
20	5905	IUT-Telephone	Telephone (based on last year's actual)		-
21	5909	IUT-Dist. Center	Postage(based on last year's actual)		-
22	5910	IUT-Repro.	Copying (based on last year's actual)		40
	5911	IUT-General Overhead	IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490).		19,014
23					
24			Total Expenses		\$124,207
25			Net		19,293

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	1/23/2019							
3	PROJECT: 3204 Standards/Free Distribution								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8									
9	4101	Sales/Pamphlets	\$0	\$0	\$0	\$0	\$0	0	0
10	4421	Royalties-Exempt	\$0	\$0	\$0	\$0	\$0	0	0
11	4429	Overhd-exempt Rev.	\$305	\$592	\$1,136	\$1,802	\$2,204	\$1,800	\$4,000
12	4430	Royalties-Non-Exempt	\$11,389	\$13,102	\$7,298	\$0	\$0	\$0	\$0
13	4490	Misc. Fees/Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0
14									
15	TOTAL		\$11,694	\$13,694	\$8,434	\$1,802	\$2,204	\$1,800	\$4,000
16									
17	EXPENSES								
18	5000	Salaries & Wages	\$2,955	\$2,213	\$5,804	\$5,421	\$7,585	\$6,882	\$7,887
19	5002	Overtime/Wages	\$0	0	\$0	\$0	\$0	0	0
20	5010	Employee Benefits	\$815	\$632	\$1,722	\$1,657	\$2,276	\$1,908	\$2,373
21	5110	Professional Services	\$0	0	\$0	\$0	\$0	0	0
22	5122	Bank Service Fees	\$7	\$14	\$175	\$51	\$71	0	0
23	5150	Messenger Service	\$208	\$109	\$50	\$0	\$23	0	0
24	5210	Transportation	\$1,858	(\$2,162)	\$891	\$0	\$0	0	0
25	5212	Lodging & Meals	\$0	(\$359)	\$0	\$0	\$0	0	0
26	5304	Speaker/Guest Expense	\$3,052	\$1,444	(\$5,181)	\$0	\$0	\$0	\$0
27	5305	Speaker/Guest Honoraria	\$5,250	\$3,750	\$3,795	\$0	\$0	\$0	\$0
28	5400	Edit/Proofreading-O/S	\$0	0	\$0	\$0	\$102	0	0
29	5402	Printing-O/S	\$669	(\$745)	\$5,288	\$2,533	\$4,580	\$2,500	\$2,500
30	5403	Binding-O/S	\$0	0	\$0	\$0	\$0	0	0
31	5410	Mail Service-O/S	\$0	0	\$0	\$0	\$0	0	0
32	5031	Staff Development	\$0	0	\$0	\$0	\$0	0	0
33	5500	Supplies/Operating	\$0	0	\$0	\$0	\$0	0	0
34	5523	Postage & E-Mail/O/S	\$0	\$0	\$44	\$60	\$140	\$75	\$150
35	5530	Depr/Furn & Equipment	\$21	\$10	\$16	\$23	\$25	0	0
36	5599	Misc. Expense	\$169	\$490	\$300	\$339	\$312	\$555	\$481
37	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5909	IUT-Dist. Center	\$45	\$35	\$154	\$106	\$180	\$200	\$200
39	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$50	\$50
40	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
41	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42									
43	TOTAL DIRECT EXPENSES		\$15,050	\$5,431	\$13,059	\$10,190	\$15,293	\$12,170	\$13,641
44									
45	NET		(\$3,356)	\$8,263	(\$4,625)	(\$8,388)	(\$13,089)	(\$10,370)	(\$9,641)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3204		
4		Project Name:	ACRL Standards		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4429	Overhd-exempt Rev./Division	Overhead exempt revenue for standards distribution and Framework booklets, based on FY18 actual plus additional revenue from booklets used in RoadShows based on FY18 usage (started IUTing RS costs to 3204 in FY19)		\$4,000
9	4430	Royalties-Non-Exempt			
10			Total Revenues		\$4,000
11	5000	Salaries & Wages	Salaries % of ACRL total salaries listed in the salary matrix		\$7,887
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		2,373
13	5304	Speaker/Guest Expenses			-
14	5305	Speaker/Guest Honorarium			
15	5402	Printing-O/S	Printing of standards, guidelines/framework based on FY18 actual, historical, and Dec. 2018 inventory		2,500
16	5523	Postage & E-Mail/O/S	Mailing of standards etc booklets, based on FY18 actual		150
17	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		481
18	5905	IUT-Telephone	IUT-Telephone		-
19	5909	IUT-Dist. Center	IUT-Distribution		200
20	5910	IUT-Repro.	IUT - Reprographics (printing expenses in 5402, using local printers for regional workshops)		50
21	5999	IUT-Misc.	IUT-Misc.		
22			Total Expenses		\$13,641
23			Net		(\$9,641)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	1/23/2019							
3	PROJECT:	3206 Awards							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4400	Donations/Honoraria	\$9,700	\$10,500	\$11,500	\$11,500	\$13,250	\$11,500	\$12,000
9	4429	Overhd-exempt Rev./Division		0	\$0	\$0	\$0	0	0
10	4430	Royalties-Non-Exempt		0	\$0	\$0	\$0	0	0
11	4490	Misc. Fees/Revenues	\$5,000	\$3,700	\$4,800	\$4,800	\$4,200	\$4,900	\$4,600
12									
13	TOTAL		\$14,700	\$14,200	\$16,300	\$16,300	\$17,450	\$16,400	\$16,600
14									
15	EXPENSES								
16	5000	Salaries & Wages	\$19,975	\$16,378	\$21,155	\$15,576	\$22,820	\$20,709	\$23,833
17	5002	Overtime/Wages		\$0	\$0	\$0	\$0	0	0
18	5010	Employee Benefits	\$5,512	\$4,676	\$6,277	\$4,759	\$6,846	\$5,742	\$7,169
19	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
20	5122	Bank Service Fees	\$34	\$137	\$128	\$0	\$192	0	0
21	5150	Messenger Service	\$0	\$14	\$18	\$49	\$159	\$0	\$0
22	5210	Transportation	\$522	\$0	\$0	\$662	\$0	0	0
23	5212	Lodging & Meals	\$0	\$0	\$0	\$874	\$0	0	0
24	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
26	5306	Awards	\$12,771	\$10,206	\$12,071	\$11,674	\$13,054	\$10,400	\$12,100
27	5350	Program Allocation	\$1,630	\$1,542	\$2,233	\$3,464	\$3,383	\$3,000	\$3,000
28	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	0	0
29	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	0	0
30	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
31	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	0	0
32	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
33	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
34	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
38	5530	Depr/Furn & Equipment	\$143	\$75	\$59	\$67	\$76	0	0
39	5599	Misc. Expense	\$1,140	\$3,627	\$1,093	\$973	\$939	\$1,671	\$1,454
40	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5909	IUT-Dist. Center	\$138	\$85	\$98	\$65	\$101	\$150	\$150
42	5910	IUT-Repro.	\$0	\$12	\$0	\$0	\$0	\$0	\$0
43	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
45	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
46									
47									
48	TOTAL DIRECT EXPENSES		\$41,866	\$36,752	\$43,133	\$38,163	\$47,571	\$41,672	\$47,706
49									
50	NET		(\$27,166)	(\$22,552)	(\$26,833)	(\$21,863)	(\$30,121)	(\$25,272)	(\$31,106)

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3206		
4		Project Name:	Awards		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
11	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries listed in salary matrix		\$23,833
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		7,169
13	5150	Messenger Service	Messenger service (based on 2016 actual)		-
14	5302	Meal Functions	Meal functions (CJCLS Awards Dinner) - budgeted in 3833 starting in FY12		-
15	5306	Awards	Printing of citations and plaques @ \$2,100 (based on 2018 actual); Award checks: \$1,000 Rockman Award, \$1,500 CJCLS awards, \$1,000 ULS award, \$3,000 IS Innovation award, \$1,500 WGSS awards, \$1,000 Dudley award, \$1,000 CLS award		12,100
16	5350	Program Allocation	Excellence in Academic Libraries Ceremonies		3,000
17	5415	Pre-Press/Photo Services	Pre-press/photo		0
18	5500	Supplies/Operating	Supplies		-
19	5522	Telephone & Fax/O/S	Telephone		-
20	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		1,454
21	5905	IUT-Telephone	IUT-Telephone		-
22	5909	IUT-Dist. Center	IUT-Distribution		150
23	5910	IUT-Repro.	IUT-Reprographics		0
24	5942	IUT-Advertising			0
25			Total Expenses		\$47,706
26			Net		(\$31,106)
27					
28	Awards are not self-supporting				

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: 3207 CHAPTERS								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9									
10	TOTAL		\$0						
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$9,586	\$8,919	\$6,272	\$3,776	\$14,720	\$13,357	\$15,309
14	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
15	5010	Employee Benefits	\$2,645	\$2,547	\$1,861	\$1,155	\$4,416	\$3,703	\$4,605
16	5016	Prof Memberships	\$0	\$0	\$0	\$0	\$0	0	0
17	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
18	5150	Messenger Service	\$0	\$31	\$0	\$0	\$0	\$0	\$0
19	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
20	5210	Transportation	\$2,083	\$4,313	\$3,804	\$228	\$3,299	\$4,000	\$4,000
21	5212	Lodging & Meals	\$1,338	\$1,316	\$271	\$1,247	\$522	\$2,600	\$2,600
22	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
23	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
24	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
25	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
26	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
27	5308	Special Transportation	\$0	\$0	\$0	\$0	\$0	0	0
28	5350	Program Allocation	\$6,035	\$3,845	\$3,669	\$3,683	\$3,816	\$4,500	\$4,500
29	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
30	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
31	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
32	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
33	5500	Supplies/Operating	\$38	\$0	\$0	\$0	\$0	\$0	\$0
34	5521	Space Rent	\$0	\$0	\$0	\$0	\$0	0	0
35	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5530	Depr/Furn & Equipment	\$69	\$40	\$17	\$16	\$49	0	0
38	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	0	0
39	5599	Misc. Expense	\$547	\$1,961	\$324	\$236	\$605	\$1,078	\$934
40	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$10	\$10
42	5909	IUT-Dist. Center	\$103	\$106	\$60	\$76	\$115	\$125	\$125
43	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
45	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
46									
47	TOTAL DIRECT EXPENSES		\$22,444	\$23,078	\$16,278	\$10,417	\$27,541	\$29,373	\$32,083
48									
49	NET		(\$22,444)	(\$23,078)	(\$16,278)	(\$10,417)	(\$27,541)	(\$29,373)	(\$32,083)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3207		
4		Project Name:	Chapters		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	Donations		
9			Total Revenues		\$0
10	5000	Salaries & Wages	Salaries : % of ACRL total salaries listed in salary matrix; Note time for Chapters Topics is now included in this project rather than a separate project.		\$15,309
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		4,605
12	5150	Messenger Service	Messenger Service		-
13	5210	Transportation	Travel for ACRL officer speakers \$400 per event; ten programs maximum		4,000
14	5212	Lodging & Meals	Lodging & meals for ACRL officer speakers. 10 trips max @ 1 night ea @ \$160 per night = \$1600 10 trips max @ \$50 per diem for 2 days ea = \$1000		2,600
15	5302	Meal Functions			-
16	5350	Program Allocation	Chapters program allocation is \$1.00 per ACRL member residing in the state or region, but this expense is budgeted based on previous year's actual expenses.		4,500
17	5402	Printing-O/S	Printing outside		-
18	5500	Supplies/Operating	Supplies (Chapters Council)		-
19	5522	Telephone & Fax/O/S	Reimbursed phone/fax (Chapters Council)		-
20	5523	Postage & E-Mail/O/S	Postage		-
21	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		934
22	5902	IUT-ITTS	IUT-data processing; 1 set of labels for each chapter, 42 x \$33.75 per set (average cost) of labels=\$945. Few requests for labels have been submitted since 1998. Therefore, using historical precedent only \$150 is budgeted to match actual demand.		-
23	5905	IUT-Telephone	IUT-Telephone		10
24	5909	IUT-Dist. Center	IUT-Distribution		125
25	5910	IUT-Repro.	IUT-Reprographics (based on FY2018 actual)		
26			Total Expenses		\$32,083
27			Net		(\$32,083)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: 3250 Committees								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4000	Dues/Personal	\$274	\$303	\$7	0	\$0	0	0
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$1,000	\$0	0	0
9	4420	Interest/Dividends	\$0	\$0	\$0	0	\$0	0	0
10									
11	TOTAL		\$274	\$303	\$7	\$1,000	\$0	\$0	\$0
12									
13	EXPENSES								
14	5000	Salaries & Wages	\$72,712	\$84,989	\$87,523	\$71,085	\$109,859	\$98,732	\$113,396
15	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
16	5010	Employee Benefits	\$20,064	\$24,264	\$25,971	\$21,722	\$32,956	\$27,374	\$34,110
17	5016	Prof Memberships	\$0	\$0	\$0	\$0	\$0	0	0
18	5031	Staff Development	\$0	\$0	\$0	\$0	\$0	0	0
19	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
20	5122	Bank Service Fees	\$11	\$1	\$0	\$29	\$0	0	0
21	5150	Messenger Service	\$0	\$0	\$53	\$57	\$0	\$55	\$55
22	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
23	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
24	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
25	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
26	5302	Meal Functions	\$0	\$2,280	\$3,179	\$4,722	\$4,206	\$3,319	\$4,464
27	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
28	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
29	5309	Audio/Visual Equip Rental & Labo	\$0	\$0	\$0	\$0	\$0	0	0
30	5350	Program Allocation	\$1,172	\$538	\$2,238	\$1,455	\$0	\$2,300	\$1,200
31	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	0	0
32	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	0	0
33	5402	Printing-O/S	\$105	\$0	\$227	\$151	\$162	\$233	\$233
34	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
35	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
36	5430	Web Operating Expenses	\$0	\$0	\$1,149	\$1,149	\$1,682	\$0	\$0
37	5500	Supplies/Operating	\$0	\$20	\$0	\$310	\$0	\$100	\$100
38	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	0	0
39	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
40	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5530	Depr/Furn & Equipment	\$522	\$389	\$243	\$307	\$368	\$0	\$0
42	5599	Misc. Expense	\$4,149	\$18,822	\$4,522	\$4,442	\$4,519	\$7,966	\$6,918
43	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5909	IUT-Dist. Center	\$6	\$10	\$2	\$4	\$0	\$10	\$10
46	5910	IUT-Repro.	\$2	\$0	\$0	\$0	\$0	\$10	\$10
47	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
48	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
49									
50	TOTAL DIRECT EXPENSES		\$98,744	\$131,313	\$125,106	\$105,432	\$153,752	\$140,099	\$160,496
51									
52	NET		(\$98,470)	(\$131,010)	(\$125,100)	(\$104,432)	(\$153,752)	(\$140,099)	(\$160,496)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3250		
4		Project Name:	Committees and Interest Groups		
5					
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2020 Budget \$ Amount
8					
9					
10			Total Revenues		-
11	5000	Salaries & Wages	Salaries % of ACRL total salaries listed in salary matrix		113,396
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		34,110
13	5150	Messenger Service	Messenger Service - share of Briefing Book shipping		55
14	5302	Meal Functions	Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$8929 @ each conference) = \$4464		4,464
15	5304	Speaker/Guest Expenses			-
16	5350	Program Allocation	Division-level committees are entitled to up to \$150 each, but this line is budgeted based on historical actual requests.		1,200
17	5402	Printing-O/S	Outside printing - (share of \$700 ACRL Briefing Book)		233
18	5430	Web Operating Expenses	Zoom license fees moved to 0000.		-
19	5500	Supplies/Operating	Leadership Council tent cards (split between 3200, 3201, 3250, 3275)		100
20	5523	Postage & E-Mail/O/S	Postage/Outside		-
21	5530	Depr/Furn & Equipment			-
22	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		6,918
23	5902	IUT-ITTS	IUT-Data Processing		-
24	5905	IUT-Telephone	IUT-Phone		-
25	5909	IUT-Dist. Center	IUT- Distribution		10
26	5910	IUT-Repro.	IUT-Reprographics		10
27			Total Expenses		160,496
28			Net		(160,496)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: 3275 SECTIONS								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4000	Dues/Personal	\$14,623	\$7,946	\$96	\$0	\$0	\$0	\$0
9	4001	Dues/Organizational	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	4002	Dues-Special	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4003	Dues Life Members-C	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	4100	Sales/Books	\$0	\$0	\$0	\$0	\$0	0	0
13	4200	Registration Fees	\$0	\$0	\$0	\$0	\$3,550	\$0	0
14	4400	Donations/Honoraria	\$2,000	\$1,000	\$0	\$2,500	\$0	\$0	\$0
15	4429	Overhd-exempt Rev./D	\$0	\$0	\$0	\$0	\$0	0	0
16	4430	Royalties-Non-Exempt	\$0	\$0	\$0	\$0	\$0	0	0
17									
18	TOTAL		\$16,623	\$8,946	\$96	\$2,500	\$3,550	\$0	\$0
19									
20	EXPENSE								
21	5000	Salaries & Wages	\$46,800	\$41,609	\$67,772	\$47,612	\$69,323	\$62,914	\$72,127
22	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
23	5010	Employee Benefits	\$12,913	\$11,879	\$20,110	\$14,549	\$20,796	\$17,443	\$21,696
24	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	0	0
25	5122	Bank Service Fees	\$346	\$45	\$73	\$71	\$0	\$350	\$350
26	5150	Messenger Service	\$0	\$59	\$0	\$0	\$21	0	0
27	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
28	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
29	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$200	0	0
30	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
31	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
32	5301	Conference Equipmen	\$0	\$1,518	\$0	\$0	\$0	0	0
33	5302	Meal Functions	\$1,217	\$3,628	\$3,179	\$4,722	\$4,206	\$2,917	\$4,464
34	5303	Exhibits	\$0	\$0	\$0	\$0	\$0	0	0
35	5304	Speaker/Guest Expen	\$0	\$0	\$0	\$0	\$0	0	0
36	5305	Speaker/Guest Honor	\$0	\$0	\$0	\$0	\$0	0	0
37	5306	Awards	\$0	\$0	\$0	\$0	\$0	0	0
38	5307	Security Services	\$0	\$0	\$0	\$0	\$0	0	0
39	5350	Program Allocation	\$28,095	\$20,025	\$27,075	\$22,966	\$28,377	\$29,593	\$27,943
40	5400	Edit/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	0	0
41	5401	Typesetting/Comptn-C	\$0	\$0	\$0	\$0	\$0	0	0
42	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$236	\$0	\$0
43	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	0	0
44	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
45	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
46	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
47	5415	Pre-Press/Photo Servi	\$0	\$0	\$0	\$0	\$0	0	0

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: 3275 SECTIONS								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
48	5430	Web Operating Expen	\$0	\$0	\$1,149	\$1,149	\$1,681	\$0	\$0
49	5431	Webminars/Webcasts	\$0	\$0	\$0	\$0	\$0	0	0
50	5500	Supplies/Operating	\$0	\$0	\$0	\$55	\$0	0	0
51	5501	Equipment/Software-M	\$0	\$0	\$0	\$0	\$0	0	0
52	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	0	0
53	5520	Equipment Rental/Lea	\$0	\$0	\$0	\$0	\$0	0	0
54	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
55	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
56	5530	Depr/Furn & Equipme	\$336	\$190	\$188	\$206	\$232	0	0
57	5599	Misc. Expense	\$2,671	\$9,215	\$3,502	\$2,975	\$2,851	\$5,076	\$4,401
58	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
59	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
60	5909	IUT-Dist. Center	\$31	\$14	\$3	\$4	\$4	\$15	\$15
61	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
62	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0
63	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
64	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$937	0	0
65									
66	TOTAL DIRECT EXPENSES		\$92,409	\$88,182	\$123,051	\$94,308	\$128,865	\$118,308	\$130,996
67									
68	NET		(\$75,785)	(\$79,236)	(\$122,955)	(\$91,808)	(\$125,315)	(\$118,308)	(\$130,996)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3275		
4		Project Name:	Sections		
5					
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2020 Budget \$ Amount
8	4000	Dues/Personal	Dues - Personal: ALA no longer programming membership to accept "add-ons" for dues so no revenue here.		-
9	4001	Dues/Organizational			-
10	4002	Dues-Special			-
11	4003	Dues Life Members-Current			-
12	4400	Donations/Honoraria			-
13			Total Revenues		-
14	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries per time study.		72,127
15	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		21,696
16	5122	Bank Service Fees	Bank service fee.		350
17	5302	Meal Functions	Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$8929 @ each conference) = \$4464		4,464
18	5350	Program Allocation	Basic support for sections and interest groups:		27,943
19			ANSS	1,145	
20			Arts	1,332	
21			CJCLS	1,716	
22			CLS	2,721	
23			DLS	1,803	
24			DSS	2,103	
25			EBSS	1,370	
26			ESS	1,158	
27			IS	3,621	
28			LES	1,171	
29			PPIRS	1,095	
30			RBMS	1,962	
31			STS	1,679	
32			ULS	3,780	
33			WGSS	1,287	
34			Interest Groups are entitled to up to \$150. Budget based on historical actual.	1,500	
35		Total:		29,443	
36			General Program allocation from ALA (\$1,500)	-1,500	
37	5402	Printing-O/S			-
38	5430	Web Operating Expenses	Zoom license fees moved to 0000.		-
39	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		4,401
40	5902	IUT-ITTS	IUT-Data		-
41	5905	IUT-Telephone	IUT-Phone		-
42	5909	IUT-Dist. Center	IUT-Distribution		15
43	5910	IUT-Repro.	IUT-Reprographics		-
44	5942	IUT-Advertising	IUT-Advertising		-
45			Total Expenses		130,996
46			Net		(130,996)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	1/23/2019							
3	PROJECT: 3300 C&RL								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	4103	Sales/On-line	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	4109	Sales/Miscellaneous	\$192	\$0	\$0	\$0	\$0	\$0	\$0
10	4110	Subscriptions	\$10,582	\$0	\$0	\$0	\$0	\$0	\$0
11	4140	Advertising/Gross	\$13,224	\$0	\$0	\$0	\$0	\$0	\$0
12	4142	Advertising/Classified	\$0	\$0	\$0	\$0	\$0	0	0
13	4143	Advertising/Online	\$10,968	\$12,319	\$20,220	\$13,365	\$0	\$0	\$0
14	4610	Comm/Online Advertising	\$94	(\$279)	(\$598)	\$0	(\$34)	(\$408)	(\$300)
15	4611	Comm/Sales Rep	(\$1,268)	(\$368)	(\$183)	(\$596)	(\$225)	\$0	\$0
16	4612	Comm/Adv. Agency	(\$1,984)	\$0	(\$6,600)	\$0	\$0	\$0	\$0
17	4421	Royalties-Exempt	\$8,943	\$7,388	\$4,693	\$8,374	\$7,517	\$7,000	\$6,500
18	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	\$7,500	\$10,000	\$10,000
19	4430	Royalties-Non-Exempt	\$0	\$0	\$0	\$0	\$0	0	0
20									
21	TOTAL		\$40,751	\$19,060	\$17,532	\$21,142	\$14,758	\$16,592	\$16,200
22	EXPENSE								
23	5000	Salaries & Wages	\$20,090	\$13,280	\$14,790	\$14,922	\$19,141	\$22,074	\$19,908
24	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
25	5010	Employee Benefits	\$5,544	\$3,791	\$4,389	\$4,559	\$5,742	\$6,120	\$5,988
26	5016	Prof Memberships		\$45	\$0	\$0	\$0		
27	5110	Professional Services	\$10,500	\$10,650	\$11,700	\$10,200	\$9,554	\$12,500	\$12,500
28	5122	Bank Service Fees	\$72	\$81	(\$11)	\$0	\$14	\$100	\$50
29	5150	Messenger Service	\$103	\$119	\$116	\$116	\$0	\$100	\$100
30	5210	Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
32	5400	Edit/Proofreading-O/S	\$3,600	\$4,470	\$3,825	\$4,750	\$5,350	\$4,500	\$5,250
33	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5402	Printing-O/S	\$17,461	\$0	\$0	\$0	\$0	\$0	\$0
35	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5410	Mail Service-O/S	\$1,724	\$0	\$0	\$0	\$0	\$0	\$0
37	5411	Advertising/Space	\$25	\$0	\$0	\$0	\$0	0	0
38	5412	Advertising/Direct	\$0	\$0	\$525	\$0	\$0	\$0	\$0
39	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
41	5415	Pre-Press/Photo Services	\$443	\$0	\$0	\$0	\$0	\$0	\$0
42	5420	Copyright Fees	\$210	\$330	\$0	\$0	\$0	\$400	\$0
43	5430	Web Operating Expenses	\$13,838	\$15,008	\$16,547	\$18,850	\$6,996	\$9,000	\$5,965
44	5433	Order Processing/Fulfillment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5500	Supplies/Operating	\$45	\$0	\$45	\$0	\$0	0	0
46	5501	Equipment/Software-Minor	\$4,755	\$4,200	\$4,620	\$4,830	\$0	\$0	\$0
47	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
48	5523	Postage & E-Mail/O/S	\$10,386	\$0	\$0	\$0	\$0	\$0	\$0
49	5530	Depr/Furn & Equipment	\$144	\$61	\$41	\$65	\$64	\$0	\$0
50	5543	Bad Debt Expense	\$122	\$0	\$2	\$0	\$0	\$0	\$0
51	5599	Misc. Expense	\$1,146	\$2,941	\$784	\$932	\$787	\$1,781	\$1,215
52	5902	IUT-ITTS	\$45	\$0	\$0	\$0	\$0	\$0	\$0
53	5903	IUT-Subscription Processing	\$2,319	\$641	\$0	\$0	\$0	\$0	\$0
54	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
55	5909	IUT-Dist. Center	\$0	\$19	\$0	\$0	\$32	\$25	\$25
56	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
57	5911	IUT-General Overhead	\$1,304	\$0	\$0	\$0	\$0	\$0	\$0
58	5941	IUT-CHOICE	\$0	\$0	\$0	\$0	\$0	0	0
59	5942	IUT-Advertising	\$10,134	\$7,294	\$8,429	\$6,373	\$5,672	\$7,274	\$6,181
60	5600	Taxes/Income	\$0	\$0	\$0	\$0	\$0	\$300	\$300
61									
62	FOT EXP.		\$104,009	\$62,930	\$65,802	\$65,598	\$53,352	\$64,174	\$57,482
63									
64	NET		(\$63,257)	(\$43,870)	(\$48,271)	(\$44,455)	(\$38,594)	(\$47,582)	(\$41,282)

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3300		
4		Project Name:	College & Research Libraries		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
20	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries listed in salary matrix.		19,908.00
21	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		5,988.00
22	5110	Professional Services	Professional Services - current distribution Editor 2500 Social Media Editor 1875 Book Review Editor 1875 Editorial Assistant 1 1500 Editorial Assistant 2 1500		12,500.00
23	5122	Bank Service Fees	Bank service fee		50.00
24	5150	Messenger Service	Messenger service		100.00
25	5210	Transportation	Travel Out-of-town, expenses for editor to attend relevant conferences (\$1,000 travel allowance transferred to professional services at request of editor)		0.00
26	5305	Speaker/Guest Honorarium	Honorarium, stipend for editor (\$1,500 Honorarium transferred to professional services at request of editor)		0.00
27	5400	Editl/Proofreading-O/S	Editorial/Proofread; 30 hr/issuex\$25/hr.x7 issues		5,250.00
28	5401	Typesetting/Compt n-O/S	Typesetting		0.00
29	5402	Printing-O/S	Outside printing. No printing after Nov. 2013.		0.00
30	5403	Binding-O/S	NA		0.00
31	5410	Mail Service-O/S	Mail service--outside. Includes handling. No mailing after Nov. 2013.		0.00
32	5412	Advertising/Direct	Advertising-Direct		0.00
33	5413	Mail List Rental	Mail list rental		0.00
34	5415	Pre-Press/Photo Services	Prepress/Photographic		0.00
35	5420	Copyright Fees	Copyright (based on last 3 years actual)		0.00
36	5430	Web Operating Expenses	C&RL costs for online journal hosting (estimated 105 total articles over 7 issues at \$42 per article, \$1,555 annual altmetric fee)		5,965.00
37	5433	Order Processing/Fulfillment			0.00
38	5501	Equipment/Software-Minor	"Editorial Assistant" (peer-review software) - moved from previous system to OJS in June 2017, no additional cost for using OJS system		0.00
39	5523	Postage & E-Mail/O/S	Postage for mailing 2 issues (2 @ 6,500) (increase of 5%). No postage after Nov. 2013.		0.00
40	5530	Depr/Furn & Equipment			0.00
41	5543	Bad Debt Expense	Bad debt, @ 1% sales (4103+4109+4140)		0.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3300		
4		Project Name:	College & Research Libraries		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
42	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		1,215.00
43	5902	IUT-ITTS	Data processing: labels, (50 x 2)		0.00
44	5903	IUT-Subscription Processing	IUT/Customer service: Ceased print in FY14, no subscribers		0.00
45	5905	IUT-Telephone	IUT-Telephone		0.00
46	5909	IUT-Dist. Center	IUT-Distribution		25.00
47	5910	IUT-Repro.	IUT-Reprographics		0.00
48	5942	IUT-Advertising	IUT-Choice - C&RL share (30%) of the amount paid to Choice (\$20,604) to manage the sale of ad space per Choice estimate.		6,181.00
49	5911	IUT-General Overhead	IUT-Overhead: 50 % ALA rate on (4103+4601+4109+4110)		0.00
50	5600	Taxes/Income	Unrelated Business Income Tax (UBIT), 3% of gross advertising revenue (4429)		300.00
51			Total Expenses		57,482.00
52			Net		(41,282.00)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	PROJECT: 3302 C&RL News								
3		1/23/19 11:40 AM							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	4104	Sales/Rental-Mail Lists	\$0	\$0	\$0	\$0	\$0	0	0
9	4109	Sales/Miscellaneous	\$139	\$285	\$76	\$54	\$0	\$130	\$50
10	4110	Subscriptions	\$25,684	\$21,835	\$19,763	\$16,216	\$16,094	\$13,647	\$14,817
11	4140	Advertising/Gross	\$118,399	\$119,037	\$113,550	\$112,795	\$0	\$0	\$0
12	4142	Advertising/Classified	\$321,281	\$365,950	\$358,092	\$433,651	\$415,063	\$406,400	\$414,000
13	4143	Advertising/Online	\$76,480	\$102,060	\$122,525	\$95,938	\$64,156	\$86,000	\$62,000
14	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	\$78,760	\$111,000	\$75,000
15	4610	Comm/Online Advertising	\$606	(\$1,535)	(\$2,970)	(\$3,234)	(\$1,371)	(\$2,580)	(\$2,160)
16	4611	Comm/Sales Rep	(\$11,204)	(\$11,458)	(\$5,694)	(\$8,326)	(\$4,310)	(\$3,330)	(\$1,950)
17	4612	Comm/Adv. Agency	(\$17,760)	(\$12,280)	(\$41,190)	\$0	\$0	\$0	\$0
18	4421	Royalties-Exempt	\$4,460	\$1,878	\$2,414	\$1,459	\$1,572	\$2,900	\$2,900
19	4602	Sales/Book Discounts	\$0	\$0	(\$43,490)	\$0	\$0	\$0	\$0
20									
21	TOTAL		\$518,085	\$585,772	\$523,076	\$648,554	\$569,964	\$614,167	\$564,657
22									
23	EXPENSES								
24	5000	Salaries & Wages	\$138,813	\$132,796	\$145,838	\$134,600	\$180,643	\$208,346	\$188,157
25	5001	Temp Employees-In-House	\$0	\$0	\$0	\$0	\$0	0	0
26	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
27	5009	Accrued Vacation	\$0	\$0	\$0	\$0	\$0	0	0
28	5010	Employee Benefits	\$38,296	\$37,913	\$43,276	\$41,130	\$54,189	\$57,765	\$56,598
29	5100	Temp Employee/Outside	\$0	\$0	\$0	\$0	\$0	0	0
30	5110	Professional Services	\$0	\$200	\$9,500	\$27,000	\$18,000	\$22,000	\$18,000
31	5122	Bank Service Fees	\$9,550	\$11,624	\$4,267	\$2,873	\$3,694	\$5,733	\$3,987
32	5150	Messenger Service	\$2,354	\$3,118	\$2,785	\$3,309	\$4,406	\$3,500	\$4,500
33	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
34	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
35	5350	Program Allocation	\$0	\$0	\$0	\$0	\$0	0	0
36	5400	Edit/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$200	\$0
37	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5402	Printing-O/S	\$73,413	\$78,744	\$62,696	\$77,431	\$97,896	\$82,082	\$105,732
39	5403	Binding-O/S	\$0	\$0	\$124	\$20	\$0	\$25	\$25
40	5404	Design Service-O/S	\$1,650	\$1,650	\$1,650	\$1,800	\$1,500	\$1,650	\$1,650
41	5410	Mail Service-O/S	\$12,492	\$13,853	\$11,960	\$11,861	\$12,184	\$12,425	\$12,425
42	5412	Advertising/Direct	\$309	\$399	\$1,338	\$709	\$2,888	\$3,000	\$3,500
43	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5415	Pre-Press/Photo Services	\$1,339	\$1,787	\$1,695	\$2,557	\$2,640	\$2,563	\$2,640
46	5416	Adv Production Cost	\$0	\$0	\$0	\$0	\$0	0	0
47	5420	Copyright Fees	\$385	\$0	\$0	\$0	\$0	\$495	\$0
48	5430	Web Operating Expenses	\$27,506	\$28,435	\$28,485	\$56,368	\$19,206	\$24,835	\$12,714
49	5433	Order Processing/Fulfillment				\$1,558	\$1,390	\$3,440	\$1,500
50	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51	5501	Equipment/Software-Minor	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000
52	5502	Ref Matls/Periodicals	\$83	\$0	\$0	\$0	\$0	\$100	\$100
53	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$48	\$40	\$80	\$80
54	5523	Postage & E-Mail/O/S	\$48,340	\$47,190	\$50,671	\$45,992	\$47,984	\$47,817	\$50,050
55	5530	Depr/Furn & Equipment	\$5,268	\$4,127	\$404	\$582	\$605	\$536	\$536
56	5543	Bad Debt Expense	\$4,500	\$0	\$5,796	\$5,524	\$4,951	\$5,060	\$4,908
57	5550	Promotion	\$0	\$0	\$0	\$0	\$0	0	0
58	5560	Organization Support/Contrib.	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000
59	5599	Misc. Expense	\$7,922	\$29,410	\$7,536	\$8,410	\$7,430	\$16,809	\$11,480
60	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
61	5903	IUT-Subscription Processing	\$8,090	\$10,985	\$13,043	\$2,660	\$0	\$0	\$0

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	PROJECT: 3302 C&RL News								
3		1/23/19 11:40 AM							
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
62	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
63	5906	IUT-Order Billing	\$0	\$0	\$0	\$0	\$0	0	0
64	5909	IUT-Dist. Center	\$632	\$587	\$184	\$14	\$6	\$20	\$20
65	5910	IUT-Repro.	\$0	\$0	\$0	\$18	\$18	\$20	\$20
66	5941	IUT-CHOICE	\$0	\$0	\$0	\$0	\$0	0	0
67	5942	IUT-Advertising	\$20,268	\$14,588	\$16,858	\$12,747	\$11,345	\$14,547	\$12,362
68	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
69	5911	IUT-General Overhead	\$3,125	\$2,809	\$2,569	\$2,148	\$2,124	\$67,068	\$65,040
70	5600	Taxes/Income	\$12,387	\$12,216	\$0	(\$24,319)	\$0	\$14,772	\$14,280
71									
72	TOTAL EXPENSES		\$430,722	\$446,431	\$424,675	\$429,039	\$487,139	\$609,888	\$585,304
73									
74	NET		\$87,364	\$139,341	\$98,401	\$219,515	\$82,825	\$4,279	(\$20,647)

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3302		
4		Project Name:	C&RL News		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
26	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries listed in salary matrix		\$188,157.00
27	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$56,598.00
28	5110	Professional Services	Professional Service, outsourcing platform for ALA JobLIST, the online career center, shared with <i>American Libraries</i>		\$18,000.00
29	5122	Bank Service Fees	Payment processing fees - approx 3.0% of product ad revenues		\$3,987.00
30	5150	Messenger Service	FedExp, UPS, Messenger Service (based on FY2018 actual)		\$4,500.00
31	5400	Editl/Proofreading-O/S	Proofreading as needed (based on historical trends)		\$0.00
32	5401	Typesetting/Comptn-O/S	No longer a charge item.		\$0.00
33	5402	Printing-O/S	Printing issues of C&RL News (\$9,612/issue x 11, based on FY18 actual + 8% increase based on estimate from Walsworth, assuming page counts at FY18 level)		\$105,732.00
34	5403	Binding-O/S	Binding		\$25.00
35	5404	Design Service-O/S	Design work for cover (\$150/issue)		\$1,650.00
36	5410	Mail Service-O/S	Mail handling of 11 issues @ \$1,100 (based on FY18 actual), plus \$325 for promotional mailings. Postage in line 5523.		\$12,425.00
37	5412	Advertising/Direct	Promo Costs – \$500 Direct, e.g. brochure, flyers, space ads for subscriptions; \$3,000, marketing online career center		\$3,500.00
38	5413	Mail List Rental	Mail List Rental - This line has had no expenses in past two completed fiscal years.		\$0.00
39	5414	Supplies/Production	Supplies/Production		\$0.00
40	5415	Pre-Press/Photo Services	Pre-Press Services including electronic alterations by printer and additional proofs (\$240/issue; based on FY18 actual)		\$2,640.00
41	5420	Copyright Fees	Copyright fee (based on historical)		\$0.00
42	5430	Web Operating Expenses	C&RL News costs for online journal hosting (estimated 17 articles per issue at \$42/article=\$714/ issue) plus \$1,750 for web subscription support, \$3,110 annual altmetric fee.		\$12,714.00
43	5433	Order Processing/Fulfillment	Charges from ESP (based on FY18 actual and historical)		\$1,500.00
44	5500	Supplies/Operating	Supplies, based on FY17 actual		\$0.00
45	5501	Equipment/Software-Minor	Equipment - minor (including software)		\$1,000.00
46	5502	Ref Matls/Periodicals	Magazine subscriptions, editorial-related books for editor and assistant editors.		\$100.00
47	5522	Telephone & Fax/O/S	Part of subs processing costs		\$80.00
48	5523	Postage & E-Mail/O/S	Postage-distributing of 11 issues of C&RL News based on FY18 actual and increasing by 4% to account for potential postal increase (4,375/issue + 4% = 4,550/issue)		\$50,050.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3302		
4		Project Name:	C&RL News		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
49	5530	Depr/Furn & Equipment	Depreciation		\$536.00
50	5543	Bad Debt Expense	Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads		\$4,908.00
51	5560	Organization Support/Contrib.	IUT - JobLIST-related support to HRDR for furniture in the placement center; in FY13 agreed at \$14,000 or 7.5% of gross JobLIST online ad revenues, whichever is less		\$14,000.00
52	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$11,480.00
53	5902	IUT-ITTS	This item moved to project 3200 in FY12 per MJP.		\$0.00
54	5903	IUT-Subscription Processing	IUT-Customer Service and processing of ad billing; Subscription processing is now direct billed and shows as part of totals in 5410, 5433, 5522, and		\$0.00
55	5905	IUT-Telephone	IUT-Telephone – Based on historical		\$0.00
56	5909	IUT-Dist. Center	IUT-Distribution – Based on FY18 actual		\$20.00
57	5910	IUT-Repro.	IUT-Reprographics – Based on FY18 actual + historical		\$20.00
58	5942	IUT-Advertising	IUT-Advertising - C&RL News share (60%) of the amount paid to CHOICE (\$20,604) to manage the sale of ad space per Choice estimate.		\$12,362.00
59	5911	IUT-General Overhead	IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate		\$65,040.00
60	5600	Taxes/Income	Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4140, 4142, 4143		\$14,280.00
61			Total Expenses		\$585,304.00
62			Net		(\$20,647.00)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2		1/23/2019							
3									
4	PROJECT: 3303 RBM		2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4100	Sales/Books	\$0	\$0	\$0	\$0	\$0	0	0
8	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	(\$15)	(\$5)
9	4104	Sales/Rental-Mail Lists	\$0	\$0	\$0	\$0	\$0	0	0
10	4109	Sales/Miscellaneous	\$0	\$408	\$195	\$402	\$52	\$300	\$100
11	4110	Subscriptions	\$18,098	\$20,130	\$20,576	\$17,914	\$11,727	\$14,532	\$13,898
12	4140	Advertising/Gross	\$11,505	\$11,050	\$11,690	\$8,440	\$7,970	\$10,000	\$8,500
13	4142	Advertising/Classified	\$0	\$0	\$0	\$0	\$0	0	0
14	4143	Advertising/Online	\$1,955	\$4,680	\$7,550	\$5,430	\$2,350	\$3,500	\$3,000
15	4610	Comm/Online Advertising	\$0	(\$108)	(\$120)	\$0	(\$39)	(\$105)	(\$90)
16	4611	Comm/Sales Rep	(\$629)	(\$686)	(\$604)	(\$256)	(\$277)	(\$300)	(\$255)
17	4612	Comm/Adv. Agency	\$0	\$0	(\$3,340)	\$0	\$0	\$0	\$0
18	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
19	4421	Royalties-Exempt	\$5,065	\$4,449	\$2,859	\$2,731	\$1,088	\$3,000	\$2,225
20	4429	Overhd-exempt Rev./Divisi	\$0	\$0	\$0	\$0	\$0	0	0
21	4602	Sales/Book Discounts	\$0	\$0	(\$975)	\$0	\$0	\$0	\$0
22									
23	TOTAL		\$35,993	\$39,923	\$37,831	\$34,661	\$22,871	\$30,912	\$27,373
24									
25	EXPENSES								
26	5000	Salaries & Wages	\$4,153	\$4,427	\$6,084	\$3,916	\$4,409	\$5,083	\$4,584
27	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
28	5010	Employee Benefits	\$1,146	\$1,264	\$1,805	\$1,197	\$1,323	\$1,409	\$1,379
29	5110	Professional Services	\$500	\$800	\$800	\$800	\$800	\$800	\$800
30	5122	Bank Service Fees	\$143	\$36	\$81	\$370	\$219	0	0
31	5150	Messenger Service	\$54	\$41	\$42	\$37	\$48	\$50	\$50
32	5400	Editl/Proofreading-O/S	\$680	\$375	\$750	\$750	\$750	\$800	\$800
33	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5402	Printing-O/S	\$3,429	\$3,327	\$4,388	\$3,595	\$3,195	\$4,000	\$3,452
35	5403	Binding-O/S	\$0	\$0	\$0	\$39	\$21	0	0
36	5404	Design Service-O/S	\$0	\$0	\$300	\$0	\$0	\$0	\$0
37	5410	Mail Service-O/S	\$651	\$642	\$583	\$788	\$665	\$890	\$890
38	5412	Advertising/Direct	\$0	\$0	\$175	\$0	\$0	\$0	\$0
39	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40	5415	Pre-Press/Photo Services	\$279	\$338	\$302	\$381	\$371	\$350	\$350
41	5420	Copyright Fees	\$25	\$0	\$0	\$0	\$0	\$0	\$0
42	5430	Web Operating Expenses	\$4,077	\$3,950	\$5,364	\$8,475	\$2,201	\$1,350	\$1,422
43	5433	Order Processing/Fulfillme	\$0	\$0	\$0	\$2,017	\$785	\$1,500	\$1,000
44	5501	Equipment/Software-Minor	\$120	\$270	\$0	\$0	\$0	\$0	\$0
45	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$6	\$28	\$35	\$35
46	5523	Postage & E-Mail/O/S	\$1,350	\$1,266	\$1,286	\$1,510	\$1,369	\$1,275	\$1,424
47	5530	Depr/Furn & Equipment	\$30	\$20	\$17	\$17	\$15	0	0
48	5540	Royalty Expense	\$0	\$0	\$0	\$0	\$0	0	0
49	5543	Bad Debt Expense	\$121	\$0	\$91	\$102	\$102	\$103	\$86
50	5599	Misc. Expense	\$237	\$980	\$314	\$245	\$181	\$410	\$280
51	5600	Taxes/Income	\$0	\$215	\$0	(\$215)	\$0	\$405	\$345
52	5903	IUT-Subscription Processin	\$5,156	\$7,261	\$8,695	\$2,014	\$0	\$0	\$0
53	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
54	5909	IUT-Dist. Center	\$0	\$25	\$15	\$0	\$8	\$25	\$25
55	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
56	5911	IUT-General Overhead	\$4,355	\$5,070	\$2,690	\$4,575	\$3,019	\$4,096	\$3,627
57	5941	IUT-CHOICE	\$0	\$0	\$0	\$0	\$0	0	0
58	5942	IUT-Advertising	\$3,378	\$2,431	\$2,810	\$2,124	\$1,891	\$2,425	\$2,060
59									
60	EXPENSES		\$29,884	\$32,738	\$36,592	\$32,744	\$21,400	\$25,006	\$22,609
61									
62	NET		\$6,110	\$7,185	\$1,239	\$1,917	\$1,471	\$5,906	\$4,764

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3303		
4		Project Name:	Rare Books and Manuscripts		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
29	5000	Salaries & Wages	Salaries: % of ACRL total salaries listed in salary matrix		\$4,584
30	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$1,379
31	5110	Professional Services	Editor Stipend		\$800
32	5150	Messenger Service	Messenger service		\$50
33	5400	Editl/Proofreading-O/S	Editorial/Proofreading (\$400 per issue) 10 hrs x \$40		\$800
34	5401	Typesetting/Comptn-O/S			\$0
35	5402	Printing-O/S	Printing issues of RBM (\$1,726/issue x 2, based on FY18 actual + 8% increase based on estimate from Walsworth, assuming page counts at FY18 level)		\$3,452
36	5404	Design Service-O/S			\$0
37	5410	Mail Service-O/S	Mail handling of 2 issues of magazine (\$50 ea.) + list preparation @ 275 ea. And \$240 for subscription handling.		\$890
38	5412	Advertising/Direct	Advertising-Direct, Promotional flyers mailed to purchased mailing lists of potential subscribers		\$0
39	5413	Mail List Rental	Mailing list rental		\$0
40	5415	Pre-Press/Photo Services	Pre-press/photographic work @ \$185/issue		\$350
41	5420	Copyright Fees	Copyright		\$0
42	5430	Web Operating Expenses	RBM costs for online journal hosting (estimated 16 total articles over 2 issues @ \$42/ article) and \$750 for web hosting of subscription processing		\$1,422
43	5433	Order Processing/Fulfillment	Subscription processing fees from outside supplier		\$1,000
44	5501	Equipment/Software-Minor	"Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15		\$0
45	5522	Telephone & Fax/O/S	Support for subscription processing		\$35
46	5523	Postage & E-Mail/O/S	Postage for mailing two issues (2 @ \$712). (First class) (Note: Second class rates not available for RBM because it is not mailed often enough to qualify.) (increase of 4% from FY18 actual)		\$1,424
47	5543	Bad Debt Expense	Bad debt @ 1% of revenue on lines 4109 and 4140		\$86
48	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$280
49	5903	IUT-Subscription Processing	Subscription services fees, moved to lines 5433, 5522,5430, and 5410		\$0
50	5905	IUT-Telephone	IUT-Telephone		\$0
51	5909	IUT-Dist. Center	IUT-Distribution (includes some back issues)		\$25
52	5910	IUT-Repro.	IUT-Reprographics		\$0

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3303		
4		Project Name:	Rare Books and Manuscripts		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
53	5942	IUT-Advertising	IUT Advertising: RBM share (10%) of the amount paid to CHOICE (\$20,604) to manage the sale of ad space per Choice estimate.		\$2,060
54	5911	IUT-General Overhead	IUT-Overhead: 50% of ALA OH rate x Total Revenues		\$3,627
55	5600	Taxes/Income	Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143		\$345
56			Total Expenses		\$22,609
57			Net		\$4,764

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL								
3	PROJECT: 3340 Web-based Continuing Education								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4103	Sales/On-line	\$0	\$0	\$59,200	\$81,545	\$102,650	\$18,000	\$28,000
9	4105	Sales/Webinars, Webcasts, V	\$96,485	\$119,000	\$108,950	\$41,121	\$19,720	\$63,920	\$63,920
10	4140	Advertising/Gross	\$0	\$36,670	\$0	\$0	\$0	\$0	\$0
11	4610	Comm/Online Advertising	\$0	\$0	\$0	\$0	\$0	0	0
12	4611	Comm/Sales Rep	\$1,128	(\$5,257)	(\$3,342)	(\$4,639)	(\$954)	(\$900)	(\$1,350)
13									
14	TOTAL		\$97,613	\$150,413	\$164,808	\$118,027	\$121,416	\$81,020	\$90,570
15									
16	EXPENSES								
17	5000	Salaries & Wages	\$18,998	\$13,280	\$20,500	\$12,053	\$27,143	\$31,304	\$28,851
18	5010	Employee Benefits	\$5,242	\$3,791	\$6,083	\$3,683	\$8,142	\$8,679	\$8,678
19	5110	Professional Services	\$8,714	\$1,722	\$10,268	\$3,185	\$4,430	\$9,312	\$9,312
20	5122	Bank Service Fees	\$2,390	\$2,092	\$3,099	\$1,233	\$2,926	\$2,309	\$2,581
21	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
23	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$300	\$7,519	0	0
24	5350	Program Allocation	\$0	\$0	\$0	\$0	\$0	0	0
25	5400	Edit/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
26	5402	Printing-O/S	\$55	\$0	\$0	\$0	\$0	\$0	\$0
27	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
28	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
29	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
30	5412	Advertising/Direct	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5523	Postage & E-Mail/O/S	\$9	\$0	\$0	\$0	\$0	\$0	\$0
35	5430	Web Operating Expenses	\$0	\$0	\$0	\$5,971	\$3,467	\$0	\$0
36	5431	Webminars/Webcasts/Web C	\$0	\$16,037	\$15,540	\$1,956	\$0	\$2,000	\$4,171
37	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	0	0
38	5530	Depr/Furn & Equipment	\$136	\$61	\$57	\$52	\$91	0	0
39	5540	Royalty Expense	\$8,041	\$8,867	\$7,905	\$3,218	\$1,581	\$6,392	\$6,392
40	5543	Bad Debt Expense	\$624	\$0	\$604	\$606	\$503	\$405	\$453
41	5600	Taxes/Income			\$0	\$0	\$0	\$0	\$0
42	5599	Misc. Expense	\$1,084	\$2,941	\$1,059	\$753	\$1,116	\$2,526	\$1,760
43	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5909	IUT-Dist. Center	\$0	\$0	\$0	\$7	\$10	\$0	\$0
45	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	0	0
46	5940	IUT-Registration Processing	\$3,110	\$2,477	\$3,944	\$2,207	\$2,998	\$4,004	\$4,004
47	5911	IUT-General Overhead	\$11,811	\$14,445	\$21,343	\$16,192	\$16,153	\$8,469	\$8,469
48									
49	TOTAL DIRECT EXPENSES		\$60,214	\$65,713	\$90,401	\$51,415	\$76,078	\$75,400	\$74,671
50									
51	NET		\$37,398	\$84,700	\$74,407	\$66,612	\$45,339	\$5,620	\$15,899

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3340		
4		Project Name:	Web-based Continuing Education		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
15	5000	Salaries & Wages	Salaries @ % of ACRL salaries listed in matrix		28,851
16	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		8,678
17	5110	Professional Services	Course development, 2 new Moodle courses x \$1,000 = \$2,000	2,000	9,312
18			LearningTimes annual fee @ \$3,000	3,000	
19			Learning Times per person, per hour fee (based on average of 90 minute per event x \$7/hour/person at 616 webcast attendees)	4,312	
20	5122	Bank Service Fees	Bank Charges		2,581
21	5150	Messenger Service	Messenger service		-
22	5400	Edit/Proofreading-O/S	Editorial/Proofreading		-
23	5402	Printing-O/S	Outside printing , flyers for marketing		-
24	5404	Design Service-O/S	Design service- Outside		-
25	5410	Mail Service-O/S	Mail service - Outside		-
26	5411	Advertising/Space	Advertising space purchase		-
27	5412	Advertising/Direct	Advertising-Direct		-
28	5413	Mail List Rental	Mail list rental		-
29	5415	Pre-Press/Photo Services	Pre-Press/Photographic		-
30	5420	Copyright Fees	Copyright fees		
31	5430	Web Operating Expenses	Web Operating Expenses		-
32	5431	Webinars/Webcasts/Web CE Exp	85/15 expense split with CHOICE; 15% expenses recognized in budget.		4,171
33	5523	Postage & E-Mail/O/S	Postage (based on historical actual)		-
34	5540	Royalty Expense	Presenter royalty payments: 10% x registration revenue for webcasts and online courses, less LearningTimes payments for webcasts		6,392
35	5543	Bad Debt Expense	Bad debt (1% of gross revenues)		453
36	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		1,760
37	5905	IUT-Telephone	IUT-Telephone		-
38	5909	IUT-Dist. Center	IUT-Distribution		-
39	5940	IUT-Registration Processing	IUT-Registration Processing: \$6.25 per registrant for online courses and webcasts. Based on 616 online learning attendees.		4,004
40	5911	IUT-General Overhead	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)		8,469
41	5600	Taxes/Income	3% of advertising revenues		-
42			Total Expenses		74,671
43			Net		15,899

	B	C	O	P	Q	R
1	ALA BUDGET WORKSHEET					
2	ACRL	1/23/2019				
3	PROJECT: 3341 Licensed Workshops					
4			2017	2018	2019	2020
5			ACTUAL	ACTUAL	BUDGET	BUDGET
6						
7	4105	Sales/Webinars, Webcas	\$0	\$0	\$0	\$0
8	4200	Registration Fees	\$0	\$19,430	\$0	\$18,410
9	4430	Royalties-Non-Exempt	\$55,795	\$160,250	\$125,000	\$130,000
10						
11	TOTAL		\$55,795	\$179,680	\$125,000	\$148,410
12						
13	EXPENSES					
14	5000	Salaries & Wages	\$29,636	\$35,313	\$40,727	\$38,258
15	5001	Temp Employees-In-Hous	\$0	\$0	0	0
16	5002	Overtime/Wages	\$0	\$0	0	0
17	5010	Employee Benefits	\$9,056	\$10,593	\$11,292	\$11,508
18	5110	Professional Services	\$0	\$0	0	0
19	5122	Bank Service Fees	\$0	\$128	\$3,125	\$3,250
20	5150	Messenger Service	\$38	\$416	\$0	\$0
21	5210	Transportation	\$1,437	\$0	0	0
22	5302	Meal Functions	\$0	\$2,793	\$795	\$3,080
23	5304	Speaker/Guest Expenses	\$5,511	\$6,310	\$6,325	\$3,700
24	5305	Speaker/Guest Honorariu	\$5,511	\$55,625	\$41,250	\$42,000
25	5309	Audio/Visual Equip Renta	\$0	\$3,588	\$0	0
26	5350	Program Allocation	\$0	\$750	\$20,000	\$20,000
27	5402	Printing-O/S	\$0	\$734	\$0	\$0
28	5522	Telephone & Fax/O/S	\$0	\$0	0	0
29	5523	Postage & E-Mail/O/S	\$0	\$0	0	0
30	5530	Depr/Furn & Equipment	\$128	\$118	0	0
31	5540	Royalty Expense	\$0	\$0	0	0
32	5543	Bad Debt Expense	\$0	\$0	0	0
33	5599	Misc. Expense	\$1,992	\$1,592	\$3,286	\$2,334
34	5900	IUT-Marketing	\$0	\$0	0	0
35	5902	IUT-ITTS	\$0	\$0	0	0
36	5905	IUT-Telephone	\$0	\$0	\$0	\$0
37	5909	IUT-Dist. Center	\$0	\$9	\$0	\$0
38	5910	IUT-Repro.	\$309	\$74	\$0	\$0
39	5942	IUT-Advertising	\$0	\$0	0	0
40	5999	IUT-Misc.	\$0	\$0	0	0
41	5911	IUT-General Overhead	\$7,365	\$26,283	\$16,563	\$19,664
42						
43	TOTAL EXPENSES		\$60,983	\$144,325	\$143,363	\$143,794
44						
45	NET		(\$5,188)	\$35,355	(\$18,363)	\$4,616

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3341		
4		Project Name:	Licensed Workshops		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
8	4105	Sales/Webinars, Webcasts, Web CE			
9	4200	Registration Fees	Offering a workshop at ALA Midwinter and at ALA Annual Conference. Registration fees for two 1-day workshops: 30 ACRL members @ \$255 = \$7,650, 3 ALA members @ \$295 = \$885, 2 Nonmembers @ \$335 = \$670 for each workshop. Total = \$9,205 per workshop, \$18,410 total.		18,410
10	4430	Royalties-Non-Exempt	Licensed regional workshops. ACRL offers workshops upon request on 6 topics (Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Intersections of Information Literacy and Scholarly Communications, Data Management and Framework for Information Literacy for Higher Education). License fee with two presenters at @ 5,000 per workshop x 20. License fee for Standards and AiA workshops with one presenter @ \$3,000 per workshop x 10.		130,000
11			Total Revenues		148,410
12	5000	Salaries & Wages	Salaries @ % of ACRL salaries listed in the salary matrix		38,258
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		11,508
14	5122	Bank Service Fees	Bank service fees		3,250
15	5150	Messenger Service			-
16	5302	Meal Functions	Workshop AM and PM breaks for ALA Midwinter and Annual Conference. 35 participants x 2 workshops @ 2 breaks @ \$22 per break = \$3,080.		3,080
17	5304	Speaker/Guest Expenses	All travel for experienced presenters is reimbursed by hosts for workshops delivered. ACRL covers travel for new presenters to shadow (2 people, per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation). Staff travel to shadow 2 workshops (per workshop: \$450 flight, \$75 ground transportation, lodging \$200 per night x 1.5 days, per diem \$50 day x 2 days).		3,700

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3341		
4		Project Name:	Licensed Workshops		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
18	5305	Speaker/Guest Honorarium	Presenter honorarium @ \$750 x 2 presenters x 20 workshops; \$750 Standards/AiA x 1 presenter x 10 workshops; plus six presenter coordinators \$750 each		42,000
19	5350	Program Allocation	Annual funds for new curriculum development		20,000
20	5402	Printing-O/S			
21	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		2,334
22	5905	IUT-Telephone	IUT-Telephone		-
23	5909	IUT-Dist. Center	IUT-Distribution		
24	5910	IUT-Repro.	IUT-Reprographics		
25	5911	IUT-General Overhead	IUT-Overhead: License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.		19,664
26			Total Expenses		143,794
27			Net		4,616

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	1/23/2019							
3	PROJECT: 3400 Non-Periodical Publications								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4100	Sales/Books	\$209,597	\$322,577	\$471,338	\$317,939	\$376,051	\$352,000	\$371,500
8	4601	Returns/Credits	(\$18,776)	(\$15,758)	(\$32,989)	(\$27,280)	(\$24,719)	(\$28,160)	(\$24,185)
9	4101	Sales/Pamphlets	\$0	\$0	\$0	\$0		0	0
10	4103	Sales/On-line	\$0	\$0	\$0	\$0		(\$3,520)	(\$1,037)
11	4108	Sales/ALA Store	\$0	\$0	\$0	\$0		0	0
12	4109	Sales/Miscellaneous	\$0	\$0	\$0	\$0		0	0
13	4400	Donations/Honoraria	\$0	\$0	\$0	\$0		0	0
14	4421	Royalties-Exempt	\$1,286	\$6,731	\$21,513	\$14,831	\$38,020	\$24,000	\$35,000
15	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0		0	0
16	4430	Royalties-Non-Exempt	\$0	\$0	\$0	\$0		0	0
17	4602	Sales/Book Discounts	\$0	\$0	(\$85,111)	(\$17,363)	(\$878)	\$0	\$0
18									
19	TOTAL		\$192,107	\$313,550	\$374,752	\$288,126	\$388,475	\$344,320	\$381,278
20									
21	EXPENSES								
22	5000	Salaries & Wages	\$52,538	\$60,643	\$76,664	\$76,896	\$102,634	\$118,372	\$107,249
23	5001	Temp Employees-In-House	\$0	\$0	\$0	\$0		0	0
24	5002	Overtime/Wages	\$0	\$0	\$0	\$0		0	0
25	5010	Employee Benefits	\$14,497	\$17,313	\$22,749	\$23,498	\$30,787	\$32,819	\$32,261
26	5110	Professional Services	\$12,065	\$7,200	\$19,400	\$0		0	0
27	5122	Bank Service Fees	\$0	\$3	\$2,089	\$42	\$5	\$100	\$25
28	5150	Messenger Service	\$157	\$172	\$98	\$52	\$39	\$100	\$45
29	5210	Transportation	\$0	\$0	\$0	\$0		\$500	\$0
30	5212	Lodging & Meals	\$0	\$0	\$0	\$0		0	0
31	5214	Entertainment	\$310	\$317	\$0	\$0		\$500	\$0
32	5216	Business Meetings	\$0	\$0	\$0	\$0		0	0
33	5302	Meal Functions	\$0	\$0	\$0	\$0		0	0
34	5350	Program Allocation	\$0	\$21	\$0	\$0		0	0
35	5400	Edit/Proofreading-O/S	\$8,539	\$23,592	\$18,642	\$10,959	\$20,688	\$22,400	\$24,300
36	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0		\$0	\$0
37	5402	Printing-O/S	\$15,399	\$28,403	\$37,918	\$26,255	\$33,411	\$40,000	\$41,000
38	5403	Binding-O/S	\$0	\$0	\$0	\$0		0	0
39	5404	Design Service-O/S	\$1,939	\$12,956	\$0	\$161	\$80	\$2,500	\$250
40	5410	Mail Service-O/S	\$0	\$0	\$0	\$0		0	0
41	5411	Advertising/Space	\$0	\$0	\$0	\$0		\$0	\$0
42	5412	Advertising/Direct	\$0	\$0	\$2,553	\$0		\$1,500	\$5,000
43	5413	Mail List Rental	\$0	\$0	\$0	\$0		\$0	\$0
44	5414	Supplies/Production	\$0	\$1,162	\$147	\$0		\$0	\$0
45	5415	Pre-Press/Photo Services	\$215	\$166	\$328	\$100	\$77	\$100	\$100
46	5420	Copyright Fees	\$0	\$0	\$219	\$0	\$3,000	\$0	\$990
47	5430	Web Operating Expenses	\$0	\$0	\$0	\$0		\$100	\$0
48	5432	Purchased Inventory	\$0	\$0	\$0	\$0		0	0
49	5433	Order Processing/Fulfillment	\$17,953	\$26,669	\$28,395	\$24,220	\$31,331	\$29,920	\$29,368
50	5480	Cost of Sales	\$47,072	\$55,881	\$38,371	\$56,318	\$70,029	\$70,400	\$70,585
51	5490	Inventory Adjustment	(\$67,670)	(\$51,716)	(\$66,414)	(\$35,943)	(\$55,342)	(\$65,000)	(\$66,640)
52	5499	Inventory Reserve Adjustment	\$18,960	\$8,735	\$2,167	\$2,000	\$4,329	\$2,000	\$2,000
53	5500	Supplies/Operating	\$0	\$0	\$0	\$3,789		0	0
54	5501	Equipment/Software-Minor	\$0	\$0	\$0	\$0		0	0
55	5502	Ref Matls/Periodicals	\$304	\$0	\$0	\$0		\$0	\$0
56	5521	Space Rent	\$0	\$0	\$0	\$0		0	0
57	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0		0	0
58	5523	Postage & E-Mail/O/S	\$1,714	\$3,344	\$4,281	\$0	\$6,694	\$4,000	\$7,000
59	5530	Depr/Furn & Equipment	\$377	\$277	\$213	\$333	\$344	0	0
60	5540	Royalty Expense	\$29,631	\$10,851	\$48,724	\$22,594	\$27,116	\$17,600	\$17,275

	B	C	Q	R	S	T	U	V	W
61	5543	Bad Debt Expense	\$1,512	\$0	\$2,127	\$3,446	\$3,667	\$4,000	\$4,000
62	5599	Misc. Expense	\$2,998	\$13,430	\$3,961	\$4,730	\$4,222	\$9,550	\$6,543
63	5900	IUT-Marketing	\$0	\$0	\$0	\$0		\$0	\$0
64	5902	IUT-ITTS	\$0	\$0	\$0	\$0		\$0	\$0
65	5905	IUT-Telephone	\$0	\$0	\$0	\$0		\$0	\$0
66	5909	IUT-Dist. Center	\$673	\$804	\$688	\$1,117	\$939	\$2,000	\$1,000
67	5910	IUT-Repro.	\$44	\$48	\$84	\$53	\$18	\$100	\$100
68	5942	IUT-Advertising	\$0	\$0	\$0	\$0		0	0
69	5999	IUT-Misc.	\$0	\$0	\$0	\$0		0	0
70	5911	IUT-General Overhead	\$23,089	\$38,966	\$45,744	\$36,075	\$46,260	\$42,442	\$42,437
71	5941	IUT-CHOICE				\$0		\$4,309	\$4,309
72									
73	TOTAL EXPENSES		\$182,316	\$259,237	\$289,149	\$256,695	\$330,329	\$340,312	\$329,197
74									
75	NET		\$9,792	\$54,313	\$85,603	\$31,431	\$58,146	\$4,008	\$52,081

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3400		
4		Project Name:	Non-Periodical Publishing		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
8	4100	Sales/Books	<p>Backlist sales: \$137,500. Based on FY18 actual backlist gross revenues of \$124,832.32, 117 titles for \$1,066.94/title. For FY20, 125 titles at \$1,100/title, \$137,500</p> <p>Sales of new books: \$208,000. Based on average gross revenue per new title FY18 of \$12,850.24/title. 18 new titles at \$13,000/title, \$208,000.</p>		371,500
9	4601	Returns/Credits	Returns, @ 7% of sales. (Down from 8% based on FY18 6.57% actual)		(24,185)
10	4103	Sales/On-line			(1,037)
11	4421	Royalties-Exempt	Royalties from Univ. of So. Carolina, ALA, MIT Press, Haworth, EBSCO, ProQuest, etc		35,000
12			Total Revenues		381,278

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3400		
4		Project Name:	Non-Periodical Publishing		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
13	5000	Salaries & Wages	Salaries @ % of ACRL salaries listed in the salary matrix		107,249
14	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		32,261
15	5122	Bank Service Fees	Bank Credit card		25
16	5150	Messenger Service	Messenger		45
17	5210	Transportation	PIL Editor & Content Strategist travel		-
18	5214	Entertainment	Recruitment & Acquisition of Content		-
19	5400	Edit/Proofreading-O/S	Editorial/Proofreading (18 @ \$1350)		24,300
20	5401	Typesetting/Comptn-O/S	Typesetting		-
21	5402	Printing-O/S	Outside printing of 18 new titles @ \$2,000, with an additional \$5,000 for reprints		41,000
22	5404	Design Service-O/S	Potential design of 1 of the 18 new books		250
23	5411	Advertising/Space	Advertising space purchase		-
24	5412	Advertising/Direct	Printing/distribution of Publications catalogs and flyers		5,000
25	5413	Mail List Rental	Mailing list rental		-
26	5414	Supplies/Production	Formatting ebooks has been brought in-house and is reflected in the time study for salaries and benefits.		
27	5415	Pre-Press/Photo Services	Pre-Press/Photographic		100
28	5420	Copyright Fees	Copyright fees 18 new books @ \$55 each		990
29	5430	Web Operating Expenses			-
30	5433	Order Processing/Fulfillment	Transaction Fee/Order Fulfillment, calculated at 8.5% of sales (line 4100)		29,368
31	5480	Cost of Sales	Cost of sales, calculated as 19% of sales (line 4100)		70,585
32	5490	Inventory Adjustment	Inventory adjustment. Total of lines 5400, 5401, 5402, 5404, 5415, and 5420.		(66,640)
33	5499	Inventory Reserve Adjustment	Inventory Reserve Adjustment (removal of out-of-print titles from stock, est. \$2,000 residual value)		2,000
34	5502	Ref Mats/Periodicals	Reference material		
35	5523	Postage & E-Mail/O/S	Mailing books to reviewers and authors		7,000
36	5540	Royalty Expense	Royalty Expenses - Included are royalties ACRL pays its own authors. Royalties are reduced, as ACRL previously paid 10% royalties on sales to ALA Publishing. Royalties paid to ACRL Authors: (10% x 50% of Line 4100)		17,275
37	5543	Bad Debt Expense	Bad debt, 1% of gross revenues		4,000

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3400		
4		Project Name:	Non-Periodical Publishing		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo	\$ Amount
38	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		6,543
39	5900	IUT-Marketing	IUT-Marketing		-
40	5902	IUT-ITTS	IUT-Data Processing		-
41	5905	IUT-Telephone	IUT-Telephone		-
42	5909	IUT-Dist. Center	IUT-Distribution		1,000
43	5910	IUT-Repro.	IUT-Reprographics		100
44	5941	IUT-CHOICE	Support to CHOICE for management of publishing initiatives.		4,309
45	5911	IUT-General Overhead	IUT-Overhead - Revenues from sales of books are charged 50% of ALA overhead rate on revenues (4100+4103+4601).		42,437
46			Total Expenses		329,197
47			Net		52,081

	B	C	M	N	O	P	Q	R
1	ALA BUDGET WORKSHEET							
2	ACRL	1/23/2019						
3	PROJECT: 3402 Diversity Alliance							
4			2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6								
7	4105	Sales/Webinars, Webcas	\$0	\$0	\$0	\$0	0	0
8	4200	Registration Fees	\$0	\$0	\$0	\$0	\$11,490	\$0
9	4430	Royalties-Non-Exempt	\$0	\$0	\$17,450	\$0	\$0	\$0
10	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$25,500	\$15,000	\$24,000
11								
12	TOTAL		\$0	\$0	\$17,450	\$25,500	\$26,490	\$24,000
13								
14	EXPENSES							
15	5000	Salaries & Wages	\$0	\$0	\$10,100	\$16,119	\$20,167	\$18,816
16	5001	Temp Employees-In-Hour	\$0	\$0	\$0	\$0	0	0
17	5002	Overtime/Wages	\$0	\$0	\$0	\$0	0	0
18	5010	Employee Benefits	\$0	\$0	\$3,087	\$4,835	\$5,591	\$5,660
19	5110	Professional Services	\$0	\$0	\$0	\$0	0	0
20	5122	Bank Service Fees	\$0	\$0	\$0	\$428	\$468	\$468
21	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0
22	5210	Transportation	\$0	\$0	\$0	\$0	\$0	\$0
23	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$4,400	\$0
24	5301	Conference Equipment R	\$0	\$0	\$0	\$0	\$0	\$0
25	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0
26	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$950	\$0
27	5305	Speaker/Guest Honorariu	\$0	\$0	\$0	\$0	\$750	\$750
28	5350	Program Allocation	\$0	\$0	\$0	\$7,304	\$0	\$1,500
29	5402	Printing-O/S	\$0	\$0	\$0	\$0	0	0
30	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$1,000	\$1,000
31	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0
32	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	0	0
33	5530	Depr/Furn & Equipment	\$0	\$0	\$44	\$54	0	0
34	5540	Royalty Expense	\$0	\$0	\$0	\$0	0	0
35	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$148	\$148
36	5599	Misc. Expense	\$0	\$0	\$631	\$663	\$1,627	\$1,148
37	5900	IUT-Marketing	\$0	\$0	\$0	\$0	0	0
38	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0
39	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0
40	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0
41	5910	IUT-Repro.	\$0	\$0	\$175	\$0	\$200	\$200
42	5942	IUT-Advertising	\$0	\$0	\$0	\$0	0	0
43	5999	IUT-Misc.	\$0	\$0	\$0	\$0	0	0
44	5911	IUT-General Overhead	\$0	\$0	\$2,303	\$3,366	\$3,975	\$6,360
45								
46	TOTAL EXPENSES		\$0	\$0	\$16,340	\$32,770	\$39,276	\$36,050
47								
48	NET		\$0	\$0	\$1,110	(\$7,270)	(\$12,786)	(\$12,050)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3402		
4		Project Name:	Diversity Alliance		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees			\$0
9	4400	Donations/Honoraria			\$0
10	4430	Royalties-Non-Exempt			\$0
	4490	Misc. Fees/Revenues	Diversity Alliance fees: 48 institutions @ \$500. Number of institutions based on 90% of 2018 membership.		\$24,000
11					
12			Total Revenues		\$24,000
13	5000	Salaries & Wages	Salaries at % of ACRL total salaries listed in salary matrix		\$18,816
14	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$5,660
15	5122	Bank Service Fees	Bank Charges on credit cards. \$123 for membership, \$345 for Pre-Conference institute		\$468
16	5150	Messenger Service			\$0
17	5210	Transportation			
18	5212	Lodging & Meals			\$0
19	5216	Business Meetings			\$0
20	5301	Conference Equipment Rental			\$0
21	5302	Meal Functions			\$0
22	5304	Speaker/Guest Expenses			\$0
23	5305	Speaker/Guest Honorarium	Consultant honorarium @ \$750		\$750
24	5350	Program Allocation	\$1,500 in ongoing costs for the ACRL Diversity Alliance.		\$1,500
25	5500	Supplies/Operating	Supplies		\$1,000
26	5522	Telephone & Fax/O/S	Reimbursed phone/fax		\$0
27	5543	Bad Debt Expense			\$148
28	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$1,148
29	5902	IUT-ITTS	IUT-Data Processing		\$0
30	5905	IUT-Telephone	IUT-Telephone		\$0
31	5909	IUT-Dist. Center	IUT-Distribution		\$0
32	5910	IUT-Repro.	IUT-Reprographics		\$200
33	5911	IUT-General Overhead	IUT-General Overhead IUT 100% of ALA General overhead rate on revenue from misc. fees revenue (line 4490).		\$6,360
34			Total Expenses		\$36,050
35			Net		-\$12,050

	B	C	D	E	F	G
1	ALA BUDGET WORKSHEET					
2	ACRL	1/23/2019				
3	PROJECT: 3403 New Roles & Changing Landscapes					
4			2017	2018	2019	2020
5			ACTUAL	ACTUAL	BUDGET	BUDGET
6						
7	4400	Donations/Honoraria	\$0	0	\$0	\$0
8	4429	Overhd-exempt Rev./Division	\$0	0	0	0
9	4490	Misc. Fees/Revenues	\$0	0	\$0	\$0
10						
11	TOTAL		\$0	\$0	\$0	\$0
12						
13	EXPENSES					
14	5000	Salaries & Wages	\$2,832	\$2,898	\$6,259	\$9,408
15	5002	Overtime/Wages	\$0	\$0	0	0
16	5010	Employee Benefits	\$866	\$869	\$1,735	\$2,830
17	5016	Prof Memberships	\$0	\$0	0	0
18	5031	Staff Development	\$0	\$0	0	0
19	5150	Messenger Service	\$0	\$0	\$0	\$0
20	5210	Transportation	\$0	\$0	0	0
21	5212	Lodging & Meals	\$0	\$0	0	0
22	5216	Business Meetings	\$0	\$0	\$0	\$0
23	5301	Conference Equipment Rental	\$0	\$0	0	0
24	5302	Meal Functions	\$0	\$0	0	0
25	5304	Speaker/Guest Expenses	\$0	\$0	0	0
26	5306	Awards	\$0	\$0	0	0
27	5350	Program Allocation	\$0	\$10,000	\$10,000	\$12,500
28	5402	Printing-O/S	\$0	\$0	0	0
29	5500	Supplies/Operating	\$0	\$0	\$0	\$0
30	5502	Ref Matls/Periodicals	\$0	\$0	0	0
31	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0
32	5523	Postage & E-Mail/O/S	\$0	\$0	0	0
33	5530	Depr/Furn & Equipment	\$12	\$10	0	0
34	5560	Organization Support/Contrib.	\$0	\$0	0	0
35	5599	Misc. Expense	\$177	\$119	\$505	\$574
36	5902	IUT-ITTS	\$0	\$0	\$0	\$0
37	5905	IUT-Telephone	\$0	\$0	\$0	\$0
38	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0
39	5910	IUT-Repro.	\$0	\$0	\$0	\$0
40						
41	TOTAL		\$3,887	\$13,896	\$18,499	\$25,312
42						
43	NET		(\$3,887)	(\$13,896)	(\$18,499)	(\$25,312)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3403		
4		Project Name:	New Roles Changing Landscapes		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	Donation		\$0
9	4490	Misc. Fees/Revenues	Misc. Revenue		\$0
10			Total Revenues		\$0
11	5000	Salaries & Wages	Salaries at % of ACRL total salaries listed in salary matrix		\$9,408
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$2,830
13	5150	Messenger Service	Messenger Services		\$0
14	5216	Business Meetings	Business meetings, registration fees		\$0
15	5350	Program Allocation	\$10,000 for potential goal-area activities in consultation with the chair of the New Roles and Changing Landscapes Committee, plus \$2,500 for ongoing costs for the online Leading Change course		\$12,500
16	5500	Supplies/Operating	Supplies		\$0
17	5522	Telephone & Fax/O/S	Reimbursed phone/fax		\$0
18	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$574
19	5902	IUT-ITTS	IUT-Data Processing		\$0
20	5905	IUT-Telephone	IUT-Telephone		\$0
21	5909	IUT-Dist. Center	IUT-Distribution		\$0
22	5910	IUT-Repro.	IUT-Reprographics		\$0
23			Total Expenses		\$25,312
24			Net		-\$25,312

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL	1/23/2019							
3	PROJECT: 3501 Council of Liaisons								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	0	0	0
9									
10	TOTAL		\$0						
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$10,308	\$11,066	\$15,632	\$13,635	\$13,475	\$15,856	\$15,053
14	5002	Overtime/Wages	\$0	\$0	\$0	\$0		0	0
15	5010	Employee Benefits	\$2,844	\$3,159	\$4,639	\$4,166	\$4,041	\$4,396	\$4,528
16	5016	Prof Memberships	\$9,665	\$11,364	\$13,344	\$9,983	\$8,850	\$14,053	\$12,647
17	5031	Staff Development	\$0	\$0	\$0	\$0	\$0	0	0
18	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19	5210	Transportation	\$378	\$0	\$428	\$109	\$0	0	0
20	5212	Lodging & Meals	\$583	\$0	\$0	\$0	\$0	0	0
21	5216	Business Meetings	\$0	\$0	\$0	\$125	\$0	\$2,500	\$2,500
22	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
23	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	0	0
24	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
25	5306	Awards	\$0	\$0	\$0	\$0	\$0	0	0
26	5350	Program Allocation	\$15,682	\$18,968	\$24,146	\$22,801	\$16,986	\$33,500	\$22,000
27	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	0	0
28	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
29	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	0	0
30	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
32	5530	Depr/Furn & Equipment	\$74	\$51	\$43	\$59	\$45	0	0
33	5560	Organization Support/Contrib.	\$0	\$0	\$0	\$0	\$0	0	0
34	5599	Misc. Expense	\$588	\$2,451	\$808	\$852	\$554	\$1,279	\$918
35	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5909	IUT-Dist. Center	\$19	\$0	\$0	\$0	\$0	\$0	\$0
38	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
39									
40	TOTAL		\$40,142	\$47,059	\$59,040	\$51,730	\$43,951	\$71,584	\$57,646
41									
42	NET		(\$40,142)	(\$47,059)	(\$59,040)	(\$51,730)	(\$43,951)	(\$71,584)	(\$57,646)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3501		
4		Project Name:	Council of Liaisons		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	Donation		\$0
9	4490	Misc. Fees/Revenues	Misc. Revenue		-
10			Total Revenues		\$0
11	5000	Salaries & Wages	Salaries at % of ACRL total salaries listed in salary matrix		\$15,053
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		4,528
13	5016	Prof Memberships	Memberships: CNI (\$8,450), Freedom to Read (\$100), CHEMA (\$400); Project COUNTER (\$497). American Council of Learned Societies (\$1,200). National Humanities Alliance: \$2,000		12,647
14	5150	Messenger Service	Messenger Services		-
15	5216	Business Meetings	Business meetings, registration fees		2,500
16	5350	Program Allocation	\$30,000 to support strategic liaison relationships as needed and awarded by the Liaisons Coordinating Committee. \$30K available if needed; budgeted based on prior history.		22,000
17	5500	Supplies/Operating	Supplies		
18	5522	Telephone & Fax/O/S	Reimbursed phone/fax		-
19	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		918
20	5902	IUT-ITTS	IUT-Data Processing		-
21	5905	IUT-Telephone	IUT-Telephone		-
22	5909	IUT-Dist. Center	IUT-Distribution		-
23	5910	IUT-Repro.	IUT-Reprographics		-
24			Total Expenses		\$57,646
25			Net		(\$57,646)

	B	C	P	Q	R	S	T	U
1	ALA Budget Worksheet							
2	Scholarly Communications							
3	Project 3702							
4		1/23/2019	2014	2015	2016	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE							
7	4103	Sales/On-line	\$0	\$0	\$0	\$0	0	0
8	4200	Registration Fees	\$0	\$0	\$0	\$0	0	0
9	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	0	0
10	4430	Royalties-Non-Exempt	\$20,347	\$8,000	\$10,000	\$10,000	\$10,000	\$10,000
11								
12	TOTAL		\$20,347	\$8,000	\$10,000	\$10,000	\$10,000	\$10,000
13								
14	EXPENSES							
15	5000	Salaries & Wages	\$14,710	\$16,821	\$19,283	\$28,634	\$34,771	\$37,631
16	5001	Temp Employees-In-House	\$0	\$0	\$0	\$0	0	0
17	5010	Employee Benefits	\$4,060	\$4,802	\$5,722	\$8,589	\$9,640	\$11,320
18	5110	Professional Services	\$0	\$0	\$9,000	\$0	0	0
19	5122	Bank Service Fees	\$114	\$57	\$185	\$114	0	0
20	5150	Messenger Service	\$0	\$0	\$0	\$0	0	0
21	5151	Duplication/Outside	\$0	\$0	\$0	\$0	0	0
22	5210	Transportation	\$3,287	\$4,043	\$2,999	\$0	0	0
23	5212	Lodging & Meals	(\$574)	\$110	\$2,328	\$0	0	0
24	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	0	0
25	5302	Meal Functions	\$0	\$0	\$294	\$0	0	0
26	5304	Speaker/Guest Expenses	\$10,709	\$6,571	\$10,438	\$10,825	\$9,250	\$9,250
27	5305	Speaker/Guest Honorarium	\$9,750	\$4,500	\$3,438	\$7,500	\$7,500	\$7,500
28	5309	Audio/Visual Equip Rental & Lab	\$0	\$0	\$0	\$0	0	0
29	5350	Program Allocation	\$24,354	\$17,538	\$34,325	\$61,600	\$100,947	\$95,197
30	5402	Printing-O/S	\$0	\$0	\$0	\$0	0	0
31	5404	Design Service-O/S	\$0	\$0	\$0	\$0	0	0
32	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	0	0
33	5413	Mail List Rental	\$0	\$0	\$0	\$0	0	0
34	5414	Supplies/Production	\$0	\$0	\$0	\$0	0	0
35	5500	Supplies/Operating	\$0	\$0	\$15	\$0	0	0
36	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	0	0
37	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	0	0
38	5530	Depr/Furn & Equipment	\$106	\$77	\$53	\$96	0	0
39	5599	Misc. Expense	\$839	\$3,725	\$996	\$1,178	\$2,805	\$2,296
40	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0
41	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0
42	5909	IUT-Dist. Center	\$0	\$1	\$0	\$0	\$0	\$0
43	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0
44	5940	IUT-Registration Processing	\$0	\$0	\$0	\$0	0	0
45	5911	IUT-General Overhead	\$0	\$0	\$0	\$1,320	\$1,325	\$1,325
46								
47	TOTAL DIRECT EXPENSES		\$67,354	\$58,245	\$89,076	\$119,856	\$166,238	\$164,519
48								
49	NET		(\$47,007)	(\$50,245)	(\$79,076)	(\$109,856)	(\$156,238)	(\$154,519)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3702		
4		Project Name:	Scholarly Communications		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4430	Royalties-Non-Exempt	Road Show workshop license fee subsidized:(\$2,000 per host x 5 locations)		\$10,000.00
9			Total Revenues		\$10,000.00
10	5000	Salaries & Wages	Salaries @ % of ACRL salaries listed in salary matrix		\$37,631.00
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$11,320.00
12	5304	Speaker/Guest Expenses	Travel costs for S.C. road show subsidized 2 experienced speakers x 5 workshop locations = \$9250. Breakdown per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation		\$9,250.00

	B	C	D	E	F
13	5305	Speaker/Guest Honorarium	Honorarium for S. C. workshop, subsidized. Presenter honorarium @ \$750 x 2 presenters x 5 locations		\$7,500.00
14	5350	Program Allocation	<ul style="list-style-type: none"> • \$10,000 scholarly communication activities TBD and travel; • \$30,000 for research grants competitively awarded (6-10 grants of \$3,000 - \$5,000 each); • \$11,250 to support travel by member leader & contractor to present on reseach agenda at higher education and library conferences, above and beyond the ACRL Liaisons program. 3 trips x 2 people = 6 total @ \$1,875 each: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); • \$11,250 for travel scholarships to academic librarians to present at h.e. converences, above and beyond ACRL Liaisons program, ccompetitively awarded (6 people @ \$1,875 each as follows: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); • \$14,000 for Library Copyright Alliance (\$14,000 shown in Govt. Relations Project 3704) • \$6,200 for SPARC dues; • \$5,000 for Open Access Working Group; • \$497 for COUNTER dues; • \$4,000 for OpenCon2010 2 sponsored scholarships; • \$3,000 for advocacy efforts to influence legislative and public policy. 		\$95,197.00
15	5599	Misc. Expense			\$2,296.00
16	5902	IUT-ITTS	Data processing		\$0.00
17	5905	IUT-Telephone	Phone		\$0.00
18	5909	IUT-Dist. Center	Distribution Center		\$0.00
19	5910	IUT-Repro.	Repro		\$0.00
20	5911	IUT-General Overhead	IUT 50% of ALA General overhead rate on revenue from licensed workshop fees.		\$1,325.00
21			Total Expenses		\$164,519.00
22			Net		(\$154,519.00)

	B	C	P	Q	R	S	T	U	V
1	ALA Budget Worksheet								
2	VAL Initiative								
3	Project 3703								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4101	Sales/Pamphlets	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	4102	Sales Audiovisual	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	4200	Registration Fees	\$0	\$0	\$0	\$0	\$0	0	0
10	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4421	Royalties-Exempt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$0	\$0	\$37,250	\$0
13									
14	TOTAL		\$0	\$0	\$0	\$0	\$0	\$37,250	\$0
15									
16	EXPENSES								
17	5000	Salaries & Wages	\$9,586	\$11,066	\$21,249	\$22,121	\$61,410	\$70,827	\$37,631
18	5002	Overtime/Wages		\$0	\$0	\$0	\$0	0	0
19	5010	Employee Benefits	\$2,645	\$3,159	\$6,305	\$6,759	\$18,421	\$19,637	\$11,320
20	5110	Professional Services	\$0	\$0	\$0	\$1,064	\$198	0	0
21	5122	Bank Service Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
24	5210	Transportation	\$0	\$199	\$502	\$2,823	\$0	\$0	\$0
25	5212	Lodging & Meals	\$0	\$95	\$429	\$2,301	\$0	\$0	\$0
26	5301	Conference Equipment Rental	(\$9,713)	\$0	\$0	\$0	\$0	0	0
27	5302	Meal Functions	\$0	\$0	\$0	\$4,890	\$0	0	0
28	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
29	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	\$0	\$0
30	5350	Program Allocation	\$0	\$0	\$0	\$68,341	\$34,598	\$78,250	\$53,250
31	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
34	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
35	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
36	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
37	5431	Webinars/Webcasts/Web CE E	\$0	\$0	\$0	\$0	\$0	0	0
38	5433	Order Processing/Fulfillment	\$0	\$0	\$0	\$0	\$0	0	0
39	5430	Web Operating Expenses	\$0	\$0	\$0	\$0	\$0	0	0
40	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42	5530	Depr/Furn & Equipment	\$69	\$51	\$59	\$96	\$206	0	0
43	5599	Misc. Expense	\$547	\$2,451	\$1,098	\$1,382	\$2,526	\$5,714	\$2,296
44	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	0	0
45	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
46	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$709	\$0	\$0
48	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
49	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
50									
51	TOTAL DIRECT EXPENSES		\$3,134	\$17,021	\$29,642	\$109,776	\$118,069	\$174,428	\$104,497
52									
53	NET		(\$3,134)	(\$17,021)	(\$29,642)	(\$109,776)	(\$118,069)	(\$137,178)	(\$104,497)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3703		
4		Project Name:	VAL Initiative		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4101	Sales/Pamphlets			\$0
9	4102	Sales Audiovisual			\$0
10	4400	Donations/Honoraria			\$0
11	4421	Royalties-Exempt			\$0
12	4429	Overhd-exempt Rev./Division			
13	4490	Misc. Fees/Revenues			-
14			Total Revenues		-
15	5000	Salaries & Wages	Salaries @ % of ACRL salaries in salary matrix		\$37,631
16	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		11,320
17	5122	Bank Service Fees	Bank fees		
18	5150	Messenger Service	Messenger service		
19	5210	Transportation			-
20	5212	Lodging & Meals			-
21	5300	Facilities Rent			-
22	5304	Speaker/Guest Expenses			-
23	5305	Speaker/Guest Honorarium			-
24	5350	Program Allocation	\$10,000 for potential VAL activities in consultation with the chair of the VAL committee); \$30,000 for grants to practitioner-scholars to carry out research on key questions identified by the June 2017 action-oriented research agenda. Competitively awarded (10 grants of \$3,000 each); \$11,250 support for academic librarians to present at higher education conferences about VAL related topics, above and beyond the ACRL Liaisons program. Competitively awarded (6 people @ \$1,875 each: \$800 conference registration, \$1075 travel, breakdown: \$450 flight, \$200 hotel x 2 nights, \$50 per diem x 3 days, \$75 ground transportation); \$2000 For maintenance of literature analysis dashboard created by OCLC Research.		53,250
25	5402	Printing-O/S			-
26	5404	Design Service-O/S			
27	5500	Supplies/Operating			
28	5522	Telephone & Fax/O/S			-
29	5523	Postage & E-Mail/O/S			
30	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		2,296
31	5905	IUT-Telephone			-
32	5909	IUT-Dist. Center			-
33	5910	IUT-Repro.			-
34			Total Expenses		\$104,497
35			Net		(\$104,497)

	B	C	M	N	O	P	Q	R	S
1	ALA Budget Worksheet								
2	Government Relations								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4102	Sales Audiovisual	\$0	\$0	\$0	\$0	\$0	0	0
8	4200	Registration Fees	\$0	\$0	\$0	\$0	\$0	0	0
9	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
10									
11	TOTAL		\$0	\$0	\$0	\$0	\$0	\$0	\$0
12									
13	EXPENSES								
14	5000	Salaries & Wages	\$7,678	\$8,853	\$9,361	\$13,690	\$19,899	\$24,340	\$21,952
15	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
16	5010	Employee Benefits	\$2,119	\$2,528	\$2,778	\$4,184	\$5,969	\$6,748	\$6,603
17	5110	Professional Services	\$0	\$0	\$0	\$0	\$198	0	0
18	5122	Bank Service Fees	\$0	\$0	\$0	\$0	\$0	0	0
19	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	0	0
20	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
21	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
22	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
23	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
24	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
25	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
26	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
27	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
28	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
29	5350	Program Allocation	\$10,000	\$12,900	\$10,490	\$17,671	\$29,915	\$36,000	\$23,000
30	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	0	0
31	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
32	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
33	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
34	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
35	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
36	5431	Webinars/Webcasts/Web CE E	\$0	\$0	\$0	\$0	\$0	0	0
37	5433	Order Processing/Fulfillment	\$0	\$0	\$0	\$0	\$0	0	0
38	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	0	0
39	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
40	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
41	5530	Depr/Furn & Equipment	\$55	\$40	\$26	\$59	\$67	0	0
42	5599	Misc. Expense	\$438	\$1,961	\$484	\$855	\$818	\$1,964	\$1,339
43	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
46	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
48	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	0	0
49									
50	TOTAL DIRECT EXPENSES		\$20,290	\$26,282	\$23,139	\$36,459	\$56,866	\$69,052	\$52,894
51									
52	NET		(\$20,290)	(\$26,282)	(\$23,139)	(\$36,459)	(\$56,866)	(\$69,052)	(\$52,894)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3704		
4		Project Name:	Government Relations		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8					\$0
9			Total Revenues		\$0
10	5000	Salaries & Wages	Salaries @ % of ACRL salaries in salary matrix		21,952
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		6,603
12	5302	Meal Functions			-
13	5350	Program Allocation	\$14,000 for Library Copyright Alliance (\$14K shown in SC project 3702); \$3,000 for general travel to support legislative and policy advocacy; \$6,000 for travel by ACRL officers (or other leaders) to attend ALA Legislative Day in Washington, D.C).		23,000
14	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		1,339
15	5902	IUT-ITTS	Data Processing		-
16	5905	IUT-Telephone	Phone		-
17	5909	IUT-Dist. Center	Distribution Center		-
18	5910	IUT-Repro.	Repro		-
19					
20			Total Expenses		\$52,894
21			Net		(\$52,894)

	B	C	Q	R	S	T	U	V	W
1	ALA Budget Worksheet								
2	Student Learning								
3	3711								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4200	Registration Fees	\$0	\$0	\$5,930	\$0	\$0	\$0	\$0
8	4429	Overhd-exempt Rev./Division	\$0	\$0	\$12,926	\$0	\$0	\$0	\$0
9	4400	Donations/Honoraria	\$0	\$0	\$500	\$0	\$0	0	0
10	4430	Royalties-Non-Exempt	\$0	\$0	\$135	\$0	\$0	\$0	\$0
11									
12	TOTAL		\$0	\$0	\$19,491	\$0	\$0	\$0	\$0
13									
14	EXPENSES								
15	5000	Salaries & Wages	\$15,996	\$10,181	\$9,922	\$4,249	\$3,015	\$3,199	\$3,763
16	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
17	5010	Employee Benefits	\$4,414	\$2,907	\$2,944	\$1,301	\$904	\$887	\$1,132
18	5110	Professional Services	\$0	\$23,345	\$34,850	\$1,366	\$0	\$0	\$0
19	5122	Bank Service Fees	\$0	\$0	\$14	\$0	\$0	0	0
20	5150	Messenger Service	\$0	\$0	\$168	\$12	\$0	0	0
21	5210	Transportation	\$6,190	\$780	\$1,266	\$1,522	\$0	0	0
22	5212	Lodging & Meals	\$146	\$0	\$3,437	\$435	\$0	0	0
23	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
24	5300	Facilities Rent	\$0	\$0	\$3,600	\$0	\$0	0	0
25	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
26	5302	Meal Functions	\$0	\$0	\$6,135	\$0	\$0	0	0
27	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
28	5305	Speaker/Guest Honorarium	\$0	\$0	\$1,000	\$5,250	\$0	0	0
29	5306	Awards	\$0	\$0	\$0	\$0	\$0	0	0
30	5309	Audio/Visual Equip Rental & Lab	\$0	\$0	\$518	\$0	\$0	0	0
31	5350	Program Allocation	\$15,874	\$5,330	\$7,455	\$33,542	\$26,500	\$10,000	\$10,000
32	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	0	0
33	5402	Printing-O/S	\$0	\$242	\$701	\$23	\$0	\$2,700	\$2,700
34	5430	Web Operating Expenses	\$0	\$0	\$14,088	\$2,970	\$6,780	\$10,500	\$8,000
35	5500	Supplies/Operating	\$0	\$0	\$15	\$119	\$0	\$600	\$600
36	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5530	Depr/Furn & Equipment	\$115	\$47	\$28	\$18	\$10	0	0
39	5560	Organization Support/Contrib.	\$0	\$0	\$0	\$0	\$0	0	0
40	5599	Misc. Expense	\$913	\$2,255	\$513	\$265	\$124	\$258	\$230
41	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5909	IUT-Dist. Center	\$0	\$3	\$1	\$0	\$0	\$0	\$0
44	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
45	5911	IUT-General Overhead	\$0	\$0	\$1,571	\$0	\$0	\$0	\$0
46	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
47									
48	TOTAL		\$43,648	\$45,090	\$88,224	\$51,071	\$37,333	\$28,144	\$26,425
49									
50	NET		(\$43,648)	(\$45,090)	(\$68,733)	(\$51,071)	(\$37,333)	(\$28,144)	(\$26,425)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3711		
4		Project Name:	Student Learning		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees			\$0
9	4429	Overhd-exempt Rev./Division			\$0
10	4430	Royalties-Non-Exempt			
11			Total Revenues		\$0
12	5000	Salaries & Wages	Salaries: % of ACRL total salaries		\$3,763
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$1,132
14	5110	Professional Services			
15	5350	Program Allocation	Program allocation, \$10,000 is budgeted for potential SLILC work in consultation with the committee; some may be used for presentations on the Info Lit framework at higher ed organizations.		\$10,000
16	5402	Printing-O/S	Printing: workshop handout production @ \$300 per workshop x 9 workshops		\$2,700
17	5430	Web Operating Expenses	Maintenance and support of the Framework for Information Literacy Sandbox (Amazon web services hosting, maintenance, and support and additional development [4 hours per month billed monthly @ \$660 per month: \$7,920])		\$8,000
18	5500	Supplies/Operating	Supplies		\$600
19	5522	Telephone & Fax/O/S	Telephone/Fax		\$0
20	5523	Postage & E-Mail/O/S	Postage		\$0
21	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$230
22	5902	IUT-ITTS	IUT- Data processing		\$0
23	5905	IUT-Telephone	IUT-Telephone		\$0
24	5909	IUT-Dist. Center	IUT - Distribution		\$0
25	5910	IUT-Repro.	IUT- Reprographics		\$0
26	5911	IUT-General Overhead	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)		\$0
27			Total Expenses		\$26,425
28			Net		(\$26,425)

	B	C	D	E	F
1	ALA BUDGET WORKSHEET				
2	ACRL	1/23/2019			
3	PROJECT: 3712 Project Outcome				
4			2018	2019	2020
5			ACTUAL	Budget	BUDGET
6					
7	4400	Donations/Honoraria	0	\$0	\$0
8	4429	Overhd-exempt Rev./Division	0	\$0	\$0
9	4490	Misc. Fees/Revenues	0	\$0	\$0
10					
11	TOTAL		\$0	\$0	\$0
12					
13	EXPENSES				
14	5000	Salaries & Wages	\$0	\$26,357	\$59,583
15	5002	Overtime/Wages	\$0	\$0	0
16	5010	Employee Benefits	\$0	\$7,907	\$17,923
17	5016	Prof Memberships	\$0	\$0	0
18	5110	Professional Services	\$0	\$0	\$20,000
19	5031	Staff Development	\$0	\$0	0
20	5150	Messenger Service	\$0	\$0	\$0
21	5210	Transportation	\$0	\$0	\$0
22	5212	Lodging & Meals	\$0	\$0	\$0
23	5216	Business Meetings	\$0	\$0	0
24	5301	Conference Equipment Rental	\$0	\$0	0
25	5302	Meal Functions	\$0	\$0	0
26	5304	Speaker/Guest Expenses	\$0	\$0	\$0
27	5306	Awards	\$0	\$0	0
28	5350	Program Allocation	\$0	\$14,254	\$42,500
29	5402	Printing-O/S	\$0	\$0	\$0
30	5430	Web Operating Expenses	\$0	\$0	\$76,600
31	5500	Supplies/Operating	\$0	\$0	\$0
32	5502	Ref Matls/Periodicals	\$0	\$0	0
33	5522	Telephone & Fax/O/S	\$0	\$0	\$0
34	5523	Postage & E-Mail/O/S	\$0	\$0	\$0
35	5530	Depr/Furn & Equipment	\$0	\$88	0
36	5560	Organization Support/Contrib.	\$0	\$0	0
37	5599	Misc. Expense	\$0	\$1,084	\$3,635
38	5902	IUT-ITTS	\$0	\$0	0
39	5905	IUT-Telephone	\$0	\$0	\$0
40	5909	IUT-Dist. Center	\$0	\$0	\$0
41	5910	IUT-Repro.	\$0	\$0	\$0
42					
43	TOTAL		\$0	\$49,690	\$220,241
44					
45	NET		\$0	(\$49,690)	(\$220,241)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3712		
4		Project Name:	Project Outcome		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4101	Sales/Pamphlets			\$0
9	4102	Sales Audiovisual			\$0
10	4400	Donations/Honoraria			\$0
11	4421	Royalties-Exempt			\$0
12	4429	Overhd-exempt Rev./Division			\$0
13	4490	Misc. Fees/Revenues			-
14			Total Revenues		-
15	5000	Salaries & Wages	Salaries @ % of ACRL salaries in salary matrix		\$59,583
16	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		17,923
17	5110	Professional Services	Staff time for PLA staff to provide ongoing support as needed. PLA will bill monthly for hours.		20,000
18	5122	Bank Service Fees	Bank fees		
19	5150	Messenger Service	Messenger service		
20	5210	Transportation			-
21	5212	Lodging & Meals			-
22	5300	Facilities Rent			-
23	5304	Speaker/Guest Expenses			-
24	5305	Speaker/Guest Honorarium			-
25	5350	Program Allocation	Costs related to conference presentations and workshops to promote the new toolkit (15 presentations at \$1500 each for airfare, registration, lodging, and meals) and 10 workshops (estimated at \$2000 each for travel costs plus workshop materials).		42,500
26	5402	Printing-O/S			-
27	5404	Design Service-O/S			
28	5430	Web Operating Expenses	ACRL Project Outcome web maintenance costs. Includes \$100/month for Amazon Web Services and \$200/month for LarkIT. Community Attributes is paid monthly for maintenance based on hours provided (estimated at \$4000/month), plus annual fee of \$5000 for mapping platform and an estimated \$20,000 for site improvements and new features.		76,600
29	5500	Supplies/Operating			
30	5522	Telephone & Fax/O/S			-
31	5523	Postage & E-Mail/O/S			
32	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		3,635
33	5905	IUT-Telephone			-
34	5909	IUT-Dist. Center			-
35	5910	IUT-Repro.			-
36			Total Expenses		\$220,241
37			Net		(\$220,241)

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	RBMS Conference								
3	3800								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4601	Returns/Credits	\$0	\$0	\$0	\$0	\$0	0	0
8	4200	Registration Fees	\$121,593	\$158,424	\$121,680	\$140,355	\$162,947	\$130,221	\$137,009
9	4400	Donations/Honoraria	\$55,800	\$62,700	\$68,300	\$79,600	\$91,650	\$70,000	\$65,000
10	4429	Overhd-exempt Rev./Division	\$3,025	\$10,446	\$13,194	\$10,106	\$2,825	\$2,000	\$5,600
11	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	\$0	0	0
12									
13	TOTAL		\$180,418	\$231,570	\$203,174	\$230,061	\$257,422	\$202,221	\$207,609
14									
15	EXPENSES								
16	5000	Salaries & Wages	\$30,262	\$28,772	\$34,635	\$30,684	\$40,292	\$46,471	\$41,911
17	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
18	5010	Employee Benefits	\$8,350	\$8,214	\$10,277	\$9,378	\$12,087	\$12,884	\$12,607
19	5110	Professional Services	\$201	\$0	\$0	\$0	\$0	\$0	\$0
20	5122	Bank Service Fees	\$3,720	\$5,307	\$4,699	\$3,088	\$5,459	\$3,500	\$5,500
21	5150	Messenger Service	\$0	\$1,228	\$903	\$420	\$618	\$750	\$750
22	5151	Duplication/Outside	\$1,144	\$0	\$0	\$0	\$0	0	0
23	5210	Transportation	\$1,312	\$3,360	\$2,330	\$2,667	\$2,081	\$2,600	\$2,800
24	5212	Lodging & Meals	\$3,298	\$1,596	\$1,062	\$1,346	\$1,017	\$2,200	\$5,950
25	5214	Entertainment	\$5,304	\$7,223	\$390	\$0	\$3,352	\$2,000	\$2,750
26	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
27	5300	Facilities Rent	\$0	\$5,550	\$563	\$3,812	\$1,674	\$0	\$6,500
28	5301	Conference Equipment Rent	\$18,076	\$20,586	\$16,729	\$13,478	\$23,389	\$29,699	\$20,500
29	5302	Meal Functions	\$60,400	\$54,776	\$55,987	\$39,771	\$78,916	\$46,375	\$52,050
30	5304	Speaker/Guest Expenses	\$3,469	\$2,200	\$5,161	\$3,288	\$4,524	\$5,600	\$5,000
31	5305	Speaker/Guest Honorarium	\$1,950	\$825	\$0	\$1,200	\$1,800	\$3,000	\$2,000
32	5306	Awards	\$0	\$0	\$0	\$0	\$0	(\$3,575)	(\$7,550)
33	5308	Special Transportation	\$2,147	\$6,909	\$8,533	\$6,634	\$3,066	\$6,000	\$0
34	5350	Program Allocation	\$0	\$0	\$0	\$0	\$0	0	0
35	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	0	0
36	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	0	0
37	5402	Printing-O/S	\$3,221	\$3,649	\$3,686	\$4,721	\$2,826	\$3,800	\$3,000
38	5404	Design Service-O/S	\$0	\$45	\$51	\$0	\$0	0	0
39	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	0	0
40	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	0	0
41	5500	Supplies/Operating	\$4,394	\$3,357	\$3,146	\$6,407	\$5,390	\$2,500	\$950
42	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
43	5523	Postage & E-Mail/O/S	\$552	\$615	\$307	\$686	\$716	\$805	\$805
44	5530	Depr/Furn & Equipment	\$217	\$132	\$96	\$133	\$135	0	0
45	5543	Bad Debt Expense	\$100	\$0	\$100	\$100	\$100	\$250	\$100
46	5599	Misc. Expense	\$1,727	\$6,372	\$1,790	\$1,917	\$1,657	\$3,749	\$2,557
47	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
48	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
49	5909	IUT-Dist. Center	\$61	\$36	\$25	\$49	\$68	\$75	\$75
50	5910	IUT-Repro.	\$86	\$64	\$0	\$246	\$55	\$100	\$100
51	5940	IUT-Registration Processing	\$3,067	\$4,352	\$3,490	\$3,465	\$1,586	\$3,750	\$3,750
52	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0
53	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	0	0
54	5911	IUT-General Overhead	\$29,426	\$40,240	\$31,515	\$37,054	\$43,018	\$34,509	\$36,307
55									
56	TOTAL DIRECT EXPENSES		\$182,483	\$205,406	\$185,476	\$170,544	\$233,825	\$207,042	\$198,412
57									
58	NET		(\$2,065)	\$26,164	\$17,698	\$59,517	\$23,597	(\$4,821)	\$9,197

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3800		
4		Project Name:	RBMS Conference		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees	Registration Fees: RBMS Conference: 300 members @ \$295; 115 non-members @ \$340; 25 students @ \$140; 12 one-day registrations @ \$160; 20 late fees @ \$50 = \$1,000; Workshop revenue from 3 workshops with 20 ea @ \$170; ALL budgeted @ 95%.); Minimum Number of Paid Registrants 95% = 418 (budget based on 440 total, \$145,850 rev and 437 paid registrants is average total attendance in last 4 years)		137,009
9	4400	Donations/Honoraria	\$24,000 for Booksellers Showcase Donations (40 booths, at \$600), plus \$41,000 in additional donations (History for past 4 years total is 79K, 68K, 62K, 91K respectively)		65,000
10	4429	Overhd-exempt Rev./Division	Income for 2000 Tours and 3600 Dorms (offset by expense lines below tours 5214, dorms 5212)		5,600
11			Total Revenues		207,609
12	5000	Salaries & Wages	Salaries at % of ACRL total; based on 2015 activity		41,911
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		12,607
14	5110	Professional Services	Professional Services		-
15	5122	Bank Service Fees	Bank fees & Credit Card Fees from Registration Processing based on 18 actual		5,500
16	5150	Messenger Service	Messenger Service / FedEx (based on 17 Iowa actuals)		750
17	5210	Transportation	4 Person site-visit for 2021 conference (RBMS chair-elect, Conf chairs (2), Staff) Flights @ \$500 ea. Vicinity travel for Site Visit, \$200, 1 Staff Flight for Onsite from Chicago to TBD @ \$500, Vicinity travel for staff onsite \$100		2,800
18	5212	Lodging & Meals	2021 Site Visit 4 people x 2 nights lodging comp + 4 people x 3 days per diem @ \$50 ea. 2 Staff Person onsite @ 4 nights \$250 (\$200 hotel, \$50 per diem) + Exec Director Lodging + per diem @ 3 nights \$250 per, Dorm reservations @ 3600		5,950
19	5214	Entertainment	2000 Tour Expenses (offset by 4429) + Reception Music 750		2,750
20	5300	Facilities Rent	Indiana Memorial Union Meeting Space at \$11,420 (10,000 paid for directly by IU Bicentennial fund) + 1000 for space needs tbd + 3000 for reception space tbd		6,500
21	5301	Conference Equipment Rental	Includes complimentary wifi in meeting space, Equipment and Labor for Workshops, Plenary and Breakouts \$20,000 and \$500 for editing of session recordings.		20,500

	B	C	D	E	F
22	5302	Meal Functions	3 workshops Tues at \$850, Mixer at \$5500, Tues night = Restaurant Night, Wed Welcome Coffee @ \$6000, Wed Scholarship Lunch at \$4000, Wed Showcase Reception at \$17,500, Thursday AM Break in Showcase \$6000, Thurs PM break in Showcase \$5000 Fri, Thursday Evening Reception gratis Inidana University Libraries, \$20,000 value. Friday AM Break \$5500		52,050
23	5304	Speaker/Guest Expenses	Speaker Reimbursement 2 Plenary Sessions: 4 speakers x \$750 ea + Workshops (200/person x10)		5,000
24	5305	Speaker/Guest Honorarium	Speaker Honorarium Plenary 4 @ 500 ea.		2,000
25	5306	Awards	Scholarship Registration fees contra expense (16 students @ \$140 ea + 18 Full @ \$295)		(7,550)
26	5308	Special Transportation	Not Applicable		
27	5402	Printing-O/S	Printing: Vade mecum design and printing \$2,700, Workshops \$300		3,000
28	5500	Supplies/Operating	Supplies/Operating - Ribbons @ \$150, Binders for Workshops @\$100, Three Scooters @ \$200 ea, WordPress Theme for site @\$100		950
29	5523	Postage & E-Mail/O/S	Postage/e-mail, first class mailing = 2,300 pieces @ \$.35 postcard rate		805
30	5543	Bad Debt Expense	Bad debt based on FY18 actuals	-	100
31	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$2,557
32	5902	IUT-ITTS	IUT Data Processing		-
33	5905	IUT-Telephone	IUT Telephone		-
34	5909	IUT-Dist. Center	IUT Distribution		75
35	5910	IUT-Repro.	IUT Reprographics		100
36	5940	IUT-Registration Processing	IUT Registration: based on '18 actuals approx 80% register online @ \$4.50 ea, 25% register mail/fax @ \$5.50 ea., 1 set extra badges \$50, Postage for mailing badges \$150		3,750
37	5942	IUT-Advertising	IUT Advertising		-
38	5911	IUT-General Overhead	IUT General overhead		36,307
39			Total Expenses		198,412
40			Net		9,197

	B	C	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET							
2	Project: 3801							
3	ACRL National Conference 15/19							
4			2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE							
7	4100	Sales/Books	\$0	\$0	\$0	\$0	0	0
8	4140	Advertising/Gross	\$89,875	\$0	\$0	\$0	\$70,000	\$0
9	4611	Comm/Sales Rep	\$0	\$0	\$0	\$0	\$0	\$0
10	4612	Comm/Adv. Agency	(\$95,639)	\$0	\$0	(\$23,000)	(\$97,912)	\$0
11	4200	Registration Fees	\$1,444,659	\$0	\$0	(\$390)	\$1,328,834	\$0
12	4210	Exhibit Space Rentals	\$963,552	\$0	\$0	\$0	\$900,000	\$0
13	4400	Donations/Honoraria	\$257,650	\$0	\$0	\$0	\$300,000	\$0
14	4421	Royalties-Exempt	\$0	\$0	\$0	\$0	0	0
15	4429	Overhd-exempt Rev./Divisio	\$10,850	\$0	\$0	\$60,025	0	0
16	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	0	0
17								
18	TOTAL		\$2,670,947	\$0	\$0	\$36,635	\$2,500,922	\$0
19								
20	EXPENSES							
21	5000	Salaries & Wages	\$135,009	\$19,377	\$28,011	\$73,560	\$11,683	\$18,816
22	5001	Temp Employees-In-House	\$0	\$0	\$0	\$0	0	0
23	5002	Overtime/Wages	\$0	\$0	\$0	\$0	0	0
24	5009	Accrued Vacation	\$0	\$0	\$0	\$0	0	0
25	5010	Employee Benefits	\$38,545	\$5,750	\$8,559	\$22,066	\$3,239	\$5,660
26	5100	Temp Employee/Outside	\$0	\$0	\$0	\$0	\$2,500	\$0
27	5110	Professional Services	\$63,480	\$0	\$0	\$29,845	\$99,200	\$0
28	5122	Bank Service Fees	\$56,642	\$0	\$0	\$4,873	\$56,000	\$0
29	5150	Messenger Service	\$1,615	\$0	\$0	\$0	\$1,500	\$0
30	5151	Duplication/Outside	\$0	\$0	\$0	\$0	0	0
31	5210	Transportation	\$14,896	\$1,745	\$0	\$920	\$14,000	\$3,000
32	5212	Lodging & Meals	\$14,536	\$280	\$0	\$96	\$7,475	\$1,500
33	5214	Entertainment	\$11,200	\$0	\$0	\$1,530	\$15,000	\$0
34	5216	Business Meetings	\$0	\$0	\$0	\$0	0	0
35	5300	Facilities Rent	\$35,275	\$0	\$0	\$8,400	\$30,200	\$0
36	5301	Conference Equipment Rent	\$294,619	\$0	\$0	\$0	\$445,000	\$0
37	5302	Meal Functions	\$286,804	\$0	\$0	\$0	\$375,000	\$0
38	5303	Exhibits	\$59,856	\$0	\$0	\$0	\$85,000	\$0
39	5304	Speaker/Guest Expenses	\$8,027	\$0	\$0	\$0	\$10,000	\$0
40	5305	Speaker/Guest Honorarium	\$37,794	\$0	\$0	\$32,500	\$41,000	\$0
41	5306	Awards	\$250	\$0	\$0	\$0	(\$60,025)	\$0
42	5307	Security Services	\$19,987	\$0	\$0	\$0	\$22,500	\$0
43	5308	Special Transportation	\$13,868	\$0	\$0	\$0	\$25,000	\$0
44	5350	Program Allocation	\$300	\$0	\$0	\$0	0	0
45	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	0	0
46	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	0	0
47	5402	Printing-O/S	\$45,196	(\$2)	\$0	\$376	\$51,300	\$0
48	5403	Binding-O/S	\$0	\$0	\$0	\$0	0	0
49	5404	Design Service-O/S	\$13,176	\$0	\$14,850	\$3,388	\$18,300	\$0
50	5410	Mail Service-O/S	\$2,152	\$0	\$0	\$0	\$2,500	\$0

	B	C	R	S	T	U	V	W
51	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0
52	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0
53	5415	Pre-Press/Photo Services	\$13,300	\$0	\$0	\$10,225	\$21,500	\$0
54	5420	Copyright Fees	\$929	\$0	\$0	\$1,095	\$750	\$0
55	5430	Web Operating Expenses	\$0	\$0	\$0	\$0	0	0
56	5031	Staff Development	\$0	\$0	\$0	\$0	0	0
57	5500	Supplies/Operating	\$30,779	\$0	\$1,487	\$3,936	\$33,550	\$0
58	5501	Equipment/Software-Minor	\$0	\$0	\$0	\$0	0	0
59	5502	Ref Mats/Periodicals	\$0	\$0	\$0	\$0	\$0	\$0
60	5510	Insurance	\$6,456	\$0	\$0	\$6,059	\$0	\$0
61	5522	Telephone & Fax/O/S	\$2,750	\$0	\$0	\$0	\$500	\$0
62	5523	Postage & E-Mail/O/S	\$20,962	\$0	\$0	\$0	\$30,000	\$0
63	5525	Utilities	\$19,818	\$0	\$0	\$0	\$30,000	\$0
64	5530	Depr/Furn & Equipment	\$617	\$54	\$121	\$246	\$0	\$0
65	5540	Royalty Expense	\$0	\$0	\$0	\$0	0	0
66	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	0	0
67	5550	Promotion	\$0	\$0	\$0	\$0	0	0
68	5599	Misc. Expense	\$29,900	\$1,001	\$1,750	\$3,026	\$943	\$1,148
69	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0
70	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0
71	5906	IUT-Order Billing	\$0	\$0	\$0	\$0	0	0
72	5909	IUT-Dist. Center	\$182	\$0	\$0	\$10	\$100	\$0
73	5910	IUT-Repro.	\$1,538	\$0	\$0	\$217	\$1,000	\$0
74	5942	IUT-Advertising	\$0	\$0	\$0	\$0	0	0
75	5999	IUT-Misc.	\$0	\$0	\$0	\$0	0	0
76	5911	IUT-General Overhead	\$610,221	\$0	\$0	(\$6,072)	\$583,244	\$0
77	5600	Taxes/Income	\$1,200	\$0	(\$1,200)	\$0	\$1,400	\$0
78								
79	TOTAL EXPENSES		\$1,891,879	\$28,205	\$53,579	\$196,295	\$1,959,359	\$30,124
80								
81	NET		\$779,067	(\$28,205)	(\$53,579)	(\$159,660)	\$541,563	(\$30,124)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3801		
4		Project Name:	ACRL 2019 Conference		PITTSBURGH
5			ACRL 2023 Conference Pittsburgh		
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2020 Budget \$ Amount
8	4140	Advertising/Gross			-
9	4611	Comm/Sales Rep	No Housing Commissions in Cleveland hotel Contracts		
10	4612	Comm/Adv. Agency			
11	4200	Registration Fees			
12	4210	Exhibit Space Rentals			
13	4400	Donations/Honoraria			
14			Total revenues		-
15	5000	Salaries & Wages	Salaries 23 Hotel contracts, license agreement		18,816
16	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		5,660
17	5100	Temp Employee/Outside			
18	5110	Professional Services			
19	5122	Bank Service Fees			
20	5150	Messenger Service			
21	5210	Transportation	23 site visits as necessary		3,000
22	5212	Lodging & Meals	23 site visits as necessary		1,500
23	5214	Entertainment			
24	5300	Facilities Rent			
25	5301	Conference Equipment Rental			
26	5302	Meal Functions			
27	5303	Exhibits			
28	5304	Speaker/Guest Expenses			
29	5305	Speaker/Guest Honorarium			
30	5306	Awards			
31	5307	Security Services			
32	5308	Special Transportation			
33	5402	Printing-O/S			
34	5404	Design Service-O/S			
35	5410	Mail Service-O/S			
36	5411	Advertising/Space			-
37	5413	Mail List Rental			-
38	5415	Pre-Press/Photo Services			
39	5420	Copyright Fees			
40	5500	Supplies/Operating			
41	5502	Ref Mats/Periodicals			-
42	5510	Insurance			-
43	5522	Telephone & Fax/O/S			
44	5523	Postage & E-Mail/O/S			
45	5525	Utilities			
46	5530	Depr/Furn & Equipment			-
47	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		1,148
48	5902	IUT-ITTS			
49	5905	IUT-Telephone			
50	5909	IUT-Dist. Center			
51	5910	IUT-Repro.			
52	5911	IUT-General Overhead	IUT General overhead		-
53	5600	Taxes/Income	Unrelated business taxes @ 2% of ad revenue		-
54			Total Expenses		30,124
55			Net		(30,124)

	B	C	K	L	M	N	O	P	Q
1	ALA Budget Worksheet								
2	ACRL 2021 Conference								
3	3808								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	VENUE								
7	4140	Advertising/Gross	\$0	\$0	\$0	\$80,320	\$0	\$0	\$0
8	4200	Registration Fees	\$0	\$0	\$0	\$1,432,100	\$0	\$0	\$0
9	4210	Exhibit Space Rentals	\$0	\$0	\$0	\$957,420	\$0	\$0	\$0
10	4611	Comm/Sales Rep	\$0	\$0	\$0	\$98,365	\$0	\$0	\$0
11	4612	Comm/Adv. Agency	\$0	\$0	(\$23,000)	-\$91,135	\$0	\$0	(\$24,000)
12	4400	Donations/Honoraria	\$0	\$0	\$0	\$335,300	\$0	\$0	\$0
13	4429	Overhd-exempt Rev./Division	\$0	\$0	\$0	\$2,925	\$0	\$0	\$0
14	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	\$0	0	0
15									
16	TOTAL		\$0	\$0	(\$23,000)	\$2,815,296	\$0	\$0	(\$24,000)
17									
18	ENSES								
19	5000	Salaries & Wages	\$18,475	8853	\$55,509	\$139,553	\$28,942	111268	\$90,315
20	5002	Overtime/Wages		\$0	\$0	\$0	\$0	\$0	\$0
21	5010	Employee Benefits	\$5,097	\$2,528	\$16,471	\$42,644	\$8,682	\$30,849	\$27,167
22	5100	Temp Employee/Outside	\$0	\$0	\$0	\$1,719	\$0	\$0	\$0
23	5110	Professional Services	\$0	\$0	\$11,425	\$84,377	\$75	0	\$15,000
24	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
25	5122	Bank Service Fees	\$0	\$3,583	\$8,584	\$53,285	\$1,893	\$0	\$6,500
26	5150	Messenger Service	\$13	\$13	\$16	\$1,257	\$0	\$0	\$0
27	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
28	5210	Transportation	\$1,178	\$0	\$60	\$12,160	\$613	\$0	\$1,725
29	5212	Lodging & Meals	\$98	\$0	\$57	\$4,279	\$287	\$0	\$300
30	5214	Entertainment	\$0	\$0	\$0	\$6,636	\$0	\$0	\$0
31	5216	Business Meetings	\$0	\$0	\$0	\$0	\$0	0	0
32	5300	Facilities Rent	\$0	\$1,000	\$22,047	\$48,185	\$0	\$0	\$44,500
33	5301	Conference Equipment Rent	\$5,760	\$0	\$0	\$353,826	\$0	\$0	\$0
34	5302	Meal Functions	\$0	\$0	\$1,000	\$360,046	\$0	\$0	\$1,000
35	5303	Exhibits	\$0	\$0	\$0	\$86,553	\$0	\$0	\$0
36	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$8,110	\$0	\$0	\$0
37	5305	Speaker/Guest Honorarium	\$0	\$0	\$15,500	\$43,000	\$0	\$0	\$30,000
38	5306	Awards	0	0	0	0	\$0	0	\$0
39	5307	Security Services	\$0	\$0	\$0	\$17,991	\$0	\$0	\$0
40	5308	Special Transportation	\$0	\$0	\$0	\$25,866	\$0	\$0	\$0
41	5350	Program Allocation	\$0	\$0	\$0	\$0	\$0	0	0
42	5400	Edit/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5402	Printing-O/S	\$0	\$0	\$395	\$32,681	\$0	\$0	\$9,000
44	5404	Design Service-O/S	\$0	\$0	\$41,207	\$17,334	\$0	\$15,000	\$15,000
45	5410	Mail Service-O/S	\$0	\$0	\$0	\$2,096	\$0	\$0	\$800
46	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
48	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$26,066	\$0	\$0	\$11,000
49	5420	Copyright Fees	\$0	\$0	\$778	\$744	\$22	\$0	\$1,200
50	5500	Supplies/Operating	\$0	\$0	\$4,590	\$25,981	\$0	\$2,000	\$7,500
51	5502	Ref Matls/Periodicals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
52	5510	Insurance	\$0	\$0	\$5,533	\$0	\$0	\$0	\$7,000
53	5520	Equipment Rental/Lease	\$0	\$0	\$0	\$0	\$0	0	0
54	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$305	\$0	\$0	\$0
55	5523	Postage & E-Mail/O/S	\$0	\$0	\$246	\$30,841	\$0	\$0	\$2,000
56	5525	Utilities	\$0	\$0	\$0	\$32,907	\$0	\$0	\$0
57	5530	Depr/Furn & Equipment	\$133	\$40	\$154	605	\$97	0	0
58	5599	Misc. Expense	\$1,054	\$1,961	\$2,868	\$8,840	\$1,190	\$8,977	\$5,510
59	5600	Taxes/Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0
60	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
61	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
62	5909	IUT-Dist. Center	\$0	\$16	\$26	\$87	\$0	\$0	\$0

	B	C	K	L	M	N	O	P	Q
1	ALA Budget Worksheet								
2	ACRL 2021 Conference								
3	3808								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
63	5910	IUT-Repro.	\$0	\$0	\$0	\$595	\$0	\$0	\$0
64	5911	IUT-General Overhead	\$0	\$0	\$0	\$653,947	\$0	\$0	(\$6,360)
65	5999	IUT-Misc.	\$0	\$0	\$0	-\$10,000	\$0	0	0
66									
67	TOTAL DIRECT EXPENSES		\$31,808	\$17,994	\$186,467	\$2,112,515	\$41,801	\$168,094	\$269,157
68									
69	NET		(\$31,808)	(\$17,994)	(\$209,467)	\$702,780	(\$41,801)	(\$168,094)	(\$293,157)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3808		SEATTLE
4		Project Name:	ACRL 2021 Conference		ACRL 2021 CONFERENCE
5					
6					FY 2020 Budget
7	Line #	Line Item Description	Explanation	Memo Only	\$ Amount
8	4140	Advertising/Gross	NA, revenue recognized in FY21		-
9	4611	Comm/Sales Rep			
10	4612	Comm/Adv. Agency	Exhibits Management, Corcoran Exhibitions. 8 months exhibits management @ \$3,000 per month = \$24,000.		(24,000)
11	4200	Registration Fees	NA, revenue recognized in FY21		
12	4210	Exhibit Space Rentals	NA, revenue recognized in FY21		
13	4400	Donations/Honoraria	NA, revenue recognized in FY21		
14	4429	Overhd-exempt Rev./Division	NA, revenue recognized in FY21		
15			Total revenues		(24,000)
16	5000	Salaries & Wages	Salaries		90,315
17	5002	Overtime/Wages	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		-
18	5010	Employee Benefits			27,167
19	5100	Temp Employee/Outside			
20	5110	Professional Services	Online Proposal Management (Call for Participation) @ \$8,000. 1000 Web Hosting, 6000 Ditigital Poster Deposit, Registration Management, charges in FY21		\$15,000
21	5122	Bank Service Fees	Bank Service Fees		6,500
22	5150	Messenger Service			
23	5210	Transportation	Travel, out of town: ACRL staff and conference chair site visits to Seattle - 2 staff and 1 chair @ \$500= \$1500. Vicinity travel @ 3 @ \$75 = \$225.		1,725
24	5212	Lodging & Meals	Travel, housing: lodging for 6 nights @ comp for planing trips by ACRL staff and conference chair. Per diem @ \$50 x 2 x 3 = \$300.		300
25	5214	Entertainment	NA, expenses in FY21		
26	5300	Facilities Rent	Facilities rental: Deposit for Washington State Convention Center due July 2020 @32,000, All-Confernce Reception (based on EMP at 20K w/ 50%% deposit), Chair's Reception (based on Columbia Tower Club 5K w/ 50% deposit)		44,500
27	5301	Conference Equipment Rental			
28	5302	Meal Functions	Reception F+B deposits		1,000
29	5303	Exhibits	NA, expenses in FY21		
30	5304	Speaker/Guest Expenses	NA, expenses in FY21		
31	5305	Speaker/Guest Honorarium	Speaker honorarium, deposits for keynote speakers, 3 at 10K each		30,000
32	5306	Awards			
33	5307	Security Services	NA, expenses in FY21		
34	5308	Special Transportation	NA, expenses in FY21		
35	5400	Editl/Proofreading-O/S	NA		
36	5401	Typesetting/Comptn-O/S	NA		
37	5402	Printing-O/S	Printing: Call for Participation in C&RL News @ \$4,000. Promo pieces @ \$2,000. Misc. printing @ \$3,000. (first registration mailer FY21)		9,000

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3808		SEATTLE
4		Project Name:	ACRL 2021 Conference		ACRL 2021 CONFERENCE
5					
6					FY 2020 Budget
7	Line #	Line Item Description	Explanation	Memo Only	\$ Amount
38	5404	Design Service-O/S	Seattle conference look and feel in FY19 3808 budget (Seattle look will happen by Aug 2019); Pivot proposal to include design work for Call for Participation, Email Headers, Website Sliders, Conference Swag @ \$12,000. Misc. cushion @ \$3,000		15,000
39	5410	Mail Service-O/S	Mail service outside		800
40	5411	Advertising/Space	Advertising		-
41	5413	Mail List Rental	Mailing list rental		-
42	5415	Pre-Press/Photo Services	Headshot Studio Deposit		11,000
43	5420	Copyright Fees	Copyright Fees		1,200
44	5500	Supplies/Operating	Supplies, swag, buttons, etc.		7,500
45	5502	Ref Mats/Periodicals			-
46	5510	Insurance	Cancellation insurance		7,000
47	5522	Telephone & Fax/O/S			
48	5523	Postage & E-Mail/O/S			2,000
49	5525	Utilities			
50	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		5,510
51	5902	IUT-ITTS	Data processing		
52	5905	IUT-Telephone			
53	5909	IUT-Dist. Center	Distribution. Based on conference history		
54	5910	IUT-Repro.	Reprographics, flyers, etc.		
55	5911	IUT-General Overhead	IUT General overhead		(6,360)
56	5600	Taxes/Income	Unrelated business taxes @ 2% of ad revenue		-
57			Total Expenses		269,157
58			Net		(293,157)

	B	C	N	O	P	Q	R	S	T
1	ALA Budget Worksheet								
2	Project 3811 - Preconferences								
3									
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4200	Registration Fees	\$7,655	\$19,535	\$12,200	\$8,540	\$7,875	\$17,492	\$11,286
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
9									
10	TOTAL		\$7,655	\$19,535	\$12,200	\$8,540	\$7,875	\$17,492	\$11,286
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$3,095	\$2,213	\$2,808	\$1,876	\$2,686	\$3,098	\$2,794
14	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
15	5010	Employee Benefits	\$854	\$632	\$833	\$573	\$806	\$859	\$840
16	5110	Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	5122	Bank Service Fees	(\$10)	\$0	\$0	\$244	\$0	\$490	\$316
18	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19	5151	Duplication/Outside	\$29	\$0	\$0	\$0	\$0	0	0
20	5210	Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5301	Conference Equipment Rental	\$4,522	\$0	\$0	\$1,032	\$0	0	0
23	5302	Meal Functions	\$1,015	\$7,111	\$2,943	\$1,241	\$850	\$2,268	\$1,260
24	5304	Speaker/Guest Expenses	\$449	\$2,015	\$1,139	\$1,443	\$581	\$1,000	\$500
25	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
26	5309	Audio/Visual Equip Rental & Labor	\$0	\$7,614	\$3,046	\$0	\$2,773	\$3,600	\$1,500
27	5310	Computer Rental/Internet Connection	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0
28	5402	Printing-O/S	\$0	\$230	\$40	\$0	\$0	\$300	\$200
29	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
30	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
31	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
32	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
33	5500	Supplies/Operating	(\$315)	\$0	\$134	\$8	\$6	\$0	\$0
34	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
35	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5530	Depr/Furn & Equipment	\$22	\$10	\$8	\$0	\$9	0	0
37	5543	Bad Debt Expense	\$147	\$0	\$171	\$175	\$175	\$175	\$113
38	5599	Misc. Expense	\$177	\$490	\$145	\$117	\$110	\$250	\$170
39	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42	5910	IUT-Repro.	\$7	\$0	\$0	\$0	\$0	\$0	\$0
43	5911	IUT-General Overhead	\$1,853	\$4,962	\$3,160	\$2,255	\$2,079	\$4,635	\$2,991
44									
45	TOTAL DIRECT EXPENSES		\$11,845	\$25,276	\$14,427	\$8,964	\$10,075	\$17,675	\$10,684
46									
47	NET		(\$4,190)	(\$5,741)	(\$2,227)	(\$424)	(\$2,200)	(\$183)	\$602

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3811		
4		Project Name:	Preconferences		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
12	5000	Salaries & Wages	Salaries at % of ACRL total listed in salary matrix		2,794
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		840
14	5110	Professional Services	Professional Services		-
15	5122	Bank Service Fees	Bank Fees		316
16	5150	Messenger Service	Messenger service		-
17	5210	Transportation	No transportation as staff already traveling for Annual Conference		-
18	5212	Lodging & Meals	No lodging and meals as staff already traveling for Annual Conference		-
19	5214	Entertainment	Entertainment		-
20	5300	Facilities Rent	No facility rental expenses as workshops will be held in conjunction with ALA Annual Conference		-
21	5302	Meal Functions	42 (includes participants and speaker) @ 2 breaks @ \$15 per break = \$1,260		1,260
22					
23	5304	Speaker/Guest Expenses	2 speakers @ one night's lodging @ \$200 and one day's per diem @ \$50. Total = \$500		500
24					
25	5309	Audio/Visual Equip Rental & Labor	Audiovisual equipment, AV @ \$1500		1,500
26	5310	Computer Rental/Internet Connection	Internet connection, comp at convention center		-
27	5402	Printing-O/S	Printing (photocopying of conference materials): presenters provide handouts for reimbursement		200
28	5500	Supplies/Operating	Supplies		-
29	5523	Postage & E-Mail/O/S	Postage		-
30	5543	Bad Debt Expense	Bad Debt 1% of revenue		113
31	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		170
32	5902	IUT-ITTS	IUT-Data Processing		-
33	5905	IUT-Telephone	IUT-Phone		-
34	5909	IUT-Dist. Center	IUT-Distribution		-
35	5910	IUT-Repro.	IUT-Reprographics		-
36	5911	IUT-General Overhead	IUT General overhead as supplied by ALA Planning and Budgeting		2,991
37			Total Expenses		10,684
38			Net		602

	B	C	Q	R	S	T	U	V	W
1	ALA BUDGET WORKSHEET								
2	ACRL								
3	PROJECT: 3830 Immersion -National								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	4200	Registration Fees	\$154,180	\$154,975	\$170,000	\$142,705	\$196,635	\$157,429	\$154,644
8	4421	Royalties-Exempt		\$0	\$0	\$0	\$0	0	0
9	4429	Overhd-exempt Rev./Division	\$25,648	\$25,306	\$21,842	\$22,598	\$35,413	\$30,070	\$30,070
10									
11	TOTAL		\$179,828	\$180,281	\$191,842	\$165,303	\$232,048	\$187,499	\$184,714
12									
13	EXPENSES								
14	5000	Salaries & Wages	\$12,041	\$11,066	\$11,795	\$9,751	\$20,621	\$22,300	\$20,112
15	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
16	5010	Employee Benefits	\$3,322	\$3,159	\$3,500	\$2,980	\$6,186	\$6,183	\$6,050
17	5031	Staff Development	\$0	\$0	\$0	\$0	\$415	\$0	0
18	5110	Professional Services	\$6,000	\$2,000	\$2,000	\$4,000	\$0	\$0	\$0
19	5122	Bank Service Fees	\$4,793	\$4,747	\$4,915	\$4,643	\$7,167	\$5,250	\$5,172
20	5150	Messenger Service	\$1,378	\$705	\$2,630	\$185	\$238	\$500	\$350
21	5210	Transportation	\$7,595	\$2,471	\$3,182	\$13,020	\$895	\$575	\$525
22	5212	Lodging & Meals	\$37,913	\$38,462	\$37,359	\$38,059	\$79,546	\$45,590	\$46,075
23	5214	Entertainment	\$3,598	\$5,237	\$2,698	\$0	\$0	\$5,500	\$5,500
24	5300	Facilities Rent	\$10,680	\$4,604	\$13,360	\$14,939	\$8,115	\$6,240	\$6,240
25	5301	Conference Equipment Rental	\$1,749	\$2,994	\$1,974	\$657	\$0	\$3,080	\$2,520
26	5302	Meal Functions	\$11,095	\$12,282	\$10,784	\$16,985	(\$294)	\$17,680	\$17,888
27	5304	Speaker/Guest Expenses	\$2,210	\$3,536	\$5,391	\$7,581	\$7,157	\$6,750	\$8,900
28	5305	Speaker/Guest Honorarium	\$20,250	\$17,150	\$17,400	\$21,000	\$34,250	\$24,750	\$24,750
29	5306	Awards	\$0	\$0	\$0	(\$12,000)	\$2,898	0	(\$12,000)
30	5308	Special Transportation	\$1,450	\$0	\$0	\$0	\$0	\$0	\$0
31	5350	Program Allocation	\$0	\$0	\$3,850	\$0	\$0	0	0
32	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5402	Printing-O/S	\$3,540	\$5,507	\$2,710	\$257	\$4,426	\$5,000	\$5,000
34	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
35	5410	Mail Service-O/S	\$99	\$0	\$0	\$0	\$0	\$0	\$0
36	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	0	0
37	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	0	0
39	5420	Copyright Fees	\$0	\$266	\$0	\$0	\$1,687	\$500	\$1,000
40	5500	Supplies/Operating	\$2,798	\$1,216	\$1,284	\$981	\$5,630	\$3,100	\$3,100
41	5520	Equipment Rental/Lease		\$356	\$0	\$0	\$0	\$0	
42	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
44	5530	Depr/Furn & Equipment	\$86	\$51	\$33	\$42	\$69	0	0
45	5543	Bad Debt Expense	\$147	\$0	\$147	\$147	\$147	\$147	\$147
46	5599	Misc. Expense	\$687	\$2,451	\$609	\$609	\$848	\$0	\$0
47	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
48	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
49	5909	IUT-Dist. Center	\$13	\$11	\$0	\$0	\$0	\$0	\$0
50	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	\$50	\$50
51	5940	IUT-Registration Processing	\$619	\$633	\$650	\$664	(\$625)	\$742	\$742
52	5999	IUT-Misc.	\$0	\$0	\$0	\$0	(\$8,475)	0	0
53	5911	IUT-General Overhead	\$37,312	\$39,364	\$44,030	\$37,674	\$51,912	\$41,719	\$40,981
54									
55	TOTAL		\$169,375	\$158,267	\$170,301	\$162,173	\$222,813	\$195,656	\$183,102
56									
57	NET		\$10,453	\$22,014	\$21,541	\$3,130	\$9,235	(\$8,157)	\$1,612

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3830		
4		Project Name:	Immersion National		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees	IMMERSION Location University of St.Thomas - Registration fees: 84 members @ \$1,795; 13 non-members @ \$1,895. Total: \$175,415; Budgeted @ 95% = \$166,644. (Based on 97 participants. Minimum attendance =92) \$12,000 in Immersion scholarships shown as a contra-expense in 5306.		154,644
9				-	
10	4429	Overhd-exempt Rev./Division	Revenue for IMMERSION dorm lodging: 97 participants @ \$310 per person for single dorm room with linens (\$62 per night x 5 nights) = \$25,066<This covers costs for dorms in 5212 and essentially is revenue in + out. Number of dorm participants based on past history.>		30,070
11			Total Revenues		184,714
12	5000	Salaries & Wages	Salaries calculated at % listed in salary matrix.		20,112
13	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		6,050
14	5110	Professional Services	Registration instead of competitive application process, eShow application system not needed		0
15	5122	Bank Service Fees	Bank Charges on credit cards.		5,172
16	5150	Messenger Service	Messenger service		350
17	5210	Transportation	Travel-out-of-town: 1 staff flight to MSP @ \$450; vicinity travel @ \$75 = \$575		525
18	5212	Lodging & Meals	IMMERSION 97 registrants: 5 nights lodging @ \$310 per person x 97 = \$32,010. <This fee is covered by 4429 overhead exempt revenue>; Meals = \$165 per person @ dorm meals (B, L, D) x 97 = \$16,005		46,075
19	5214	Entertainment	Entertainment: Wednesday night Happy Hour (dine-around that follows is on your own)		5,500
20	5300	Facilities Rent	Facilities rental at University of St. Thomas, \$12 per person per day x 104 (participants and faculty)		6,240
21	5301	Conference Equipment Rental	Audiovisual equipment, majority built in meeting rooms. Flip chart pads at \$36 per pad, plus cushion		2,520
22	5302	Meal Functions	Five Morning and four afternoon breaks: 104 people x 9 breaks @ \$14 = \$13,356; Welcome dinner @ \$38 per person x 104 = \$3,648; Farewell Social @ \$8 per person X 104 = \$832. 104 attendees includes participants, teaching faculty, staff		17,888

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3830		
4		Project Name:	Immersion National		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
23	5304	Speaker/Guest Expenses	Faculty expenses		8,900
24			Expenses for six teaching Immersion faculty and two faculty observers: Transportation 8 faculty @ \$450 each = \$3,600; lodging 8 @ \$400 per week - \$3,200; 8 @ 3 per diem @ \$50 = \$1,200; taxis 8 @ \$75 = \$600. Faculty rental car = \$300.		
25	5305	Speaker/Guest Honorarium	Faculty honoraria: 6 faculty @ \$3,750 honorarium with \$750 for the additional stipend to the lead faculty, plus \$750 x 2 for Immersion co-coordinators.		24,750
26	5306	Awards	Contra-expense for Immersion scholarship awards		-12,000
27	5308	Special Transportation	Special transportation		0
28	5400	Edit/Proofreading-O/S	Editorial/Proofreading		0
29	5402	Printing-O/S	Printing, notebook production		5,000
30	5410	Mail Service-O/S	Mail Service/Outside		0
31	5413	Mail List Rental	Mailing list rental, electronic announcement of invitation to apply		0
32	5420	Copyright Fees	Copyright fees		1,000
33	5500	Supplies/Operating	Mason jars for happy hour @ \$400, closing plenary materials/other supplies @ \$700, Immersion learning styles inventory \$2,000		3,100
34	5522	Telephone & Fax/O/S	Telephone (for dial in access at presentation)		0
35	5523	Postage & E-Mail/O/S	Invitation to Apply, e-mail registration packet and brochure		0
36	5543	Bad Debt Expense	Bad Debt		147
37	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		0
38	5902	IUT-ITTS	IUT-Data Processing		0
39	5905	IUT-Telephone	IUT-Phone		0
40	5909	IUT-Dist. Center	IUT-Distribution		0
41	5910	IUT-Repro.	IUT-Reprographics		50
42	5940	IUT-Registration Processing	Registration processing		742
43	5911	IUT-General Overhead	IUT General overhead at ALA rate		40,981
44			Total Expenses		183,102
45			Net		1,612

	B	C	Q	R	S	T	U	V	W
1	ALA Budget Worksheet								
2	Friends of ACRL-Operating								
3	Project 3831								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4200	Registration Fees	\$0	\$0	\$0	\$0	\$0	0	0
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
9									
10	TOTAL		\$0	\$0	\$0	\$0	\$0	\$0	\$0
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$35,274	\$44,265	\$25,929	\$33,988	\$35,633	\$41,098	\$37,065
14	5002	Overtime/Wages	0	\$0	\$0	\$0	\$0	0	0
15	5010	Employee Benefits	\$9,733	\$12,638	\$7,694	\$10,384	\$10,689	\$11,395	\$11,149
16	5122	Bank Service Fees	\$713	\$744	\$511	\$582	\$637	\$511	\$593
17	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	0	0
18	5151	Duplication/Outside	\$0	\$0	\$0	\$0	\$0	0	0
19	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
20	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
21	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	0	0
22	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	0	0
23	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	0	0
24	5305	Speaker/Guest Honorarium	\$0	\$0	\$0	\$0	\$0	0	0
25	5350	Program Allocation	\$500	\$15,781	\$487	\$12,312	\$16,273	\$18,235	\$3,700
26	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	0	0
27	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
28	5410	Mail Service-O/S	\$0	\$0	\$0	\$0	\$0	0	0
29	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	0	0
30	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$0	0	0
31	5500	Supplies/Operating	\$0	\$0	\$0	\$168	\$0	\$0	\$0
32	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33	5523	Postage & E-Mail/O/S	\$113	\$0	\$0	\$0	\$0	\$0	\$0
34	5530	Depr/Furn & Equipment	\$253	\$202	\$72	\$147	\$119	0	0
35	5599	Misc. Expense	\$2,013	\$9,803	\$1,340	\$2,124	\$1,466	\$3,316	\$2,261
36	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
38	5909	IUT-Dist. Center	\$786	\$733	\$344	\$540	\$522	\$786	\$521
39	5910	IUT-Repro.	\$0	\$14	\$3	\$0	\$19	\$0	\$0
40	5911	IUT-General Overhead	\$0	\$0	\$0	\$0	\$0	\$0	\$0
41									
42	TOTAL DIRECT EXPENSES		\$49,387	\$84,180	\$36,380	\$60,245	\$65,357	\$75,341	\$55,289
43									
44	NET		(\$49,387)	(\$84,180)	(\$36,380)	(\$60,245)	(\$65,357)	(\$75,341)	(\$55,289)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and		
3		Project No.:	3831		
4		Project Name:	Friends of ACRL-Operating		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4429	Overhd-exempt Re	All revenues show in restricted account, 48-403-xxxx-3831		
9			Total Revenues		-
10	5000	Salaries & Wages	Salaries calculated at % listed in salary matrix		37,065
11	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		11,149
12	5122	Bank Service Fees	Credit card fees calculated at 3% of credit card donations, credit card donations are 70% of total donations, which are budgeted at \$25,000		593
13	5350	Program Allocation	Program development, including \$2,500 for prospect visits; \$1200 for pins, ribbons, other donor recognition; \$14,535 for donor appreciation reception (in Cleveland)		3,700
14	5500	Supplies/Operating			0
15	5522	Telephone & Fax/O/S			0
16	5523	Postage & E-Mail/O/S			0
17	5543	Bad Debt Expense			0
18	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		2,261
19	5902	IUT-ITTS	IUT-Data Processing		0
20	5905	IUT-Telephone	IUT-Phone		
21	5909	IUT-Dist. Center	IUT-Distribution (FY18 actual)		521
22	5910	IUT-Repro.	IUT-Reprographics (FY18 actual)		0
23	5911	IUT-General Overhead			0
24			Total Expenses		55,289
25			Net		-55,289

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

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

	B	C	Q	R	S	T	U	V	W
1	ALA Budget Worksheet								
2	Section Special Events								
3	Project 3833								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4400	Donations/Honoraria	\$12,700	\$14,100	\$17,600	\$16,400	\$26,900	\$10,000	\$12,000
8	4429	Overhd-exempt Rev./Di	\$3,330	\$4,110	\$3,366	\$5,329	\$4,382	\$2,500	\$3,125
9	4490	Misc. Fees/Revenues		\$0	\$0	\$0	\$0	0	0
10									
11	TOTAL		\$16,030	\$18,210	\$20,966	\$21,729	\$31,282	\$12,500	\$15,125
12									
13	EXPENSES								
14	5000	Salaries & Wages	\$8,621	\$6,640	\$4,868	\$9,413	\$6,029	\$6,809	\$6,141
15	5010	Employee Benefits	\$2,379	\$1,896	\$1,444	\$2,877	\$1,809	\$1,888	\$1,847
16	5122	Bank Service Fees	\$68	\$100	\$259	\$90	\$265	0	0
17	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$200	\$200
18	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
19	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
20	5214	Entertainment	\$0	\$0	\$0	\$0	\$0	0	0
21	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
22	5301	Conference Equipment	\$0	\$0	\$0	\$0	\$0	0	0
23	5302	Meal Functions	\$0	\$4,376	\$0	\$0	\$0	0	0
24	5304	Speaker/Guest Expense	\$0	\$0	\$0	\$0	\$0	0	0
25	5305	Speaker/Guest Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
26	5309	Audio/Visual Equip Rent	\$0	\$0	\$0	\$0	\$0	0	0
27	5350	Program Allocation	\$13,594	\$12,743	\$16,323	\$19,282	\$28,141	\$12,000	\$14,000
28	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	0	0
29	5530	Depr/Furn & Equipment	\$62	\$30	\$13	\$41	\$20	0	0
30	5599	Misc. Expense	\$492	\$1,470	\$252	\$588	\$248	\$549	\$375
31	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	0	0
32	5909	IUT-Dist. Center	\$3	\$1	\$7	\$15	\$1	0	0
33	5940	IUT-Registration Process	\$0	\$0	\$0	\$0	\$0	0	0
34	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
35	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36									
37	TOTAL DIRECT EXPENSES		\$25,219	\$27,256	\$23,167	\$32,306	\$36,513	\$21,446	\$22,563
38									
39	NET		(\$9,190)	(\$9,046)	(\$2,201)	(\$10,576)	(\$5,231)	(\$8,946)	(\$7,438)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3833		
4		Project Name:	Section Special Events		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	Donations for special events budgeted at typical rates.		12,000
9	4429	Overhd-exempt Rev./Division	Participant Fees: \$25 @ 125 (based on average registrations collected for special events hosted by ESS, DLS, STS, CLS and CJCLS).		3,125
10			Total Revenues		15,125
11	5000	Salaries & Wages	Salaries calculated as percentage of total as listed in salary matrix		\$6,141
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		1,847
13	5150	Messenger Service	Messenger service		200
14	5350	Program Allocation	Payments for special events (ESS Cruise, CLS, DLS, CJCLS and STS events at MW and AC) for which registration money has been collected.		14,000
15	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		375
16	5999	IUT-Misc.	Collection Expense: \$2.00 for each participant		-
17			Total Expenses		\$22,563
18			Net		(\$7,438)

	B	C	F	G	H	I	J	K	L	M
1	ALA Budget Worksheet									
2	ACRL									
3	Project: 3834 Immersion Licensing									
4			2014	2015	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE									
7	4200	Registration Fees	\$0	\$0	0	\$0	\$0	\$0	0	0
8	4430	Royalties-Non-Exempt	\$10,000	\$44,500	\$30,000	\$52,500	\$0	\$0	\$20,000	\$22,500
9										
10	Total Revenues		\$10,000	\$44,500	\$30,000	\$52,500	\$0	\$0	\$20,000	\$22,500
11										
12	EXPENSES									
13	5000	Salaries & Wages	\$3,141	\$3,099	\$3,825	\$6,553	\$0	\$0	\$0	\$699
14	5010	Employee Benefits	\$866	\$885	\$1,262	\$1,944	\$0	\$0	\$0	\$210
15	5110	Professional Services	\$0	\$0	0	\$0	\$0	\$0	0	0
16	5122	Bank Service Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	5150	Messenger Service	\$79	\$90	\$200	\$0	\$0	\$0	\$500	\$500
18	5210	Transportation	\$1,837	\$5,887	\$0	\$3,635	\$848	\$0	\$0	\$0
19	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20	5214	Entertainment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22	5301	Conference Equipment Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23	5302	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
24	5304	Speaker/Guest Expenses	(\$1,561)	(\$5,018)	\$0	(\$712)	\$0	\$0	\$0	\$0
25	5305	Speaker/Guest Honorarium	\$7,150	\$21,540	\$16,250	\$24,600	\$0	\$0	\$8,400	\$8,400
26	5308	Special Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
27	5402	Printing-O/S	\$1,335	\$1,632	\$1,060	\$4,205	\$0	\$0	\$1,140	\$1,340
28	5420	Copyright Fees	\$0	\$0	\$100	\$0	\$0	\$0	\$200	\$200
29	5500	Supplies/Operating	\$27	\$2,235	\$1,000	\$2,279	\$0	\$0	\$1,900	\$2,100
30	5530	Depr/Furn & Equipment	\$23	\$14	0	\$18	\$0	\$0	0	0
31	5543	Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32	5599	Misc. Expense	\$179	\$686	\$474	\$339	\$0	\$0	\$0	\$43
33	5902	IUT-ITTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	5910	IUT-Repro.	\$0	\$0	\$25	\$0	\$0	\$0	\$25	\$25
37	5911	IUT-General Overhead	\$0	\$5,652	\$3,885	\$6,799	\$0	\$0	\$2,650	\$2,981
38										
39	Total Expenses		\$13,077	\$36,701	\$28,081	\$49,659	\$848	\$0	\$14,815	\$16,498
40										
41	Net		(\$3,077)	\$7,799	\$1,919	\$2,841	(\$848)	\$0	\$5,185	\$6,002

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3834		
4		Project Name:	Immersion Licensing		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4430	Royalties-Non-Exempt	License fee for Regional Immersion Program <i>(Note: faculty travel expenses are over and above license fee) Three day program with three faculty</i>		22,500
9					22,500
10	5000	Salaries & Wages	Salaries calculated at % of total ACRL per time study		\$699
11	5010	Employee Benefits	Benefits		210
12	5122	Bank Service Fees	Bank Charges on credit cards.		-
13	5150	Messenger Service	Messenger service, shipping materials (standards, certificates, boxes of "stuff") to regional site.		500
14	5210	Transportation	Travel out of town (not needed, regional host)		-
15	5212	Lodging & Meals	Lodging and meals -- assuming local attendees so lodging and meals (other than morning and afternoon refreshment breaks) would be on own		-
16	5214	Entertainment	Entertainment		-
17	5300	Facilities Rent	Facility rental: adequate meeting space for 50+ attendees (?) in eight rounds of 5 people each provided on a complimentary basis by host institution		-
18	5301	Conference Equipment Rental	Equipment rental: data projector, screen, flipcharts, power cords provided on a complimentary basis by host institution		-
19	5302	Meal Functions	Meal functions: morning and afternoon refreshment breaks provided by regional host.		-
20	5304	Speaker/Guest Expenses	Faculty expenses: Expenses for three faculty: Transportation for 3 faculty @ \$500; Lodging for 3 faculty @ \$200/night x 5 nights; 3 @ \$50 per diem x 5 each; ground transportation 2 @ \$75. Approx \$5,550 OVER AND ABOVE LICENSE FEE, which is paid by the institution licensing the institute.		0
21	5305	Speaker/Guest Honorarium	Honorarium for faculty @ \$850 per day x 3 days = \$2,550 per faculty x 3 faculty, plus \$750 for lead faculty		8,400
22	5308	Special Transportation	Special transportation		-
23	5400	Edit/Proofreading-O/S	Editorial/Proofreading		-
24	5402	Printing-O/S	Notebook printing @ approx. \$15 per notebook x 56 participants plus faculty and file copies. \$500 misc. printing cushion.		1,340
25	5410	Mail Service-O/S	Mail Service/Outside		-
26	5413	Mail List Rental	Mailing list rental		-
27	5420	Copyright Fees	Copyright fees: Immersion notebook readings (Copyright Clearance Center)		200
28	5500	Supplies/Operating	56 binders/dividers @ \$1,500; Misc supplies (swag) @ \$600.		2,100
29	5522	Telephone & Fax/O/S	Telephone (for dial in access at presentation)		-

	B	C	D	E	F
30	5523	Postage & E-Mail/O/S	Invitation to Apply, e-mail registration packet and brochure		-
31	5543	Bad Debt Expense	Bad Debt		-
32	5599	Misc. Expense	Misc. Expense; This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		43
33	5902	IUT-ITTS	IUT-Data Processing		-
34	5905	IUT-Telephone	IUT-Phone		-
35	5909	IUT-Dist. Center	IUT-Distribution		-
36	5910	IUT-Repro.	IUT-Reprographics		25
37	5911	IUT-General Overhead	License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting		2,981
38			Total Expenses		\$16,498
39			Net		\$6,002

	B	C	K	L	M	N	O	P	Q
1	ALA Budget Worksheet								
2	Annual Conference CE Programs								
3	Project 3835								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4400	Donations/Honoraria	\$21,350	\$17,400	\$15,200	\$16,300	\$15,800	\$16,000	\$16,000
8	4429	Overhd-exempt Rev./Di	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9									
10	TOTAL		\$21,350	\$17,400	\$15,200	\$16,300	\$15,800	\$16,000	\$16,000
11									
12	EXPENSES								
13	5000	Salaries & Wages	\$12,331	\$13,280	\$12,450	\$16,001	\$11,456	\$11,715	\$10,565
14	5010	Employee Benefits	\$3,403	\$3,791	\$3,694	\$4,890	\$3,437	\$3,248	\$3,178
15	5122	Bank Service Fees	\$143	\$162	\$29	\$14	\$29	0	0
16	5150	Messenger Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	5210	Transportation	\$0	\$0	\$0	\$0	\$0	0	0
18	5212	Lodging & Meals	\$0	\$0	\$0	\$0	\$0	0	0
19	5214	Entertainment	\$0	\$0	\$0	\$0	\$0	0	0
20	5300	Facilities Rent	\$0	\$0	\$0	\$0	\$0	0	0
21	5301	Conference Equipment	\$0	\$0	\$0	\$0	\$0	0	0
22	5302	Meal Functions	\$12,305	\$14,967	\$14,952	\$4,984	\$11,516	\$12,000	\$14,000
23	5304	Speaker/Guest Expense	\$0	\$0	\$0	\$0	\$0	0	0
24	5305	Speaker/Guest Honoraria	\$0	\$0	(\$452)	\$0	\$0	0	0
25	5308	Special Transportation	\$0	\$0	\$0	\$0	\$0	0	0
26	5350	Program Allocation	\$22,432	\$17,563	\$11,373	\$16,956	\$8,065	\$27,700	\$27,700
27	5402	Printing-O/S	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000
28	5530	Depr/Furn & Equipment	\$89	\$61	\$35	\$69	\$38	0	0
29	5599	Misc. Expense	\$704	\$2,941	\$643	\$1,000	\$471	\$945	\$645
30	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	0	0
31	5909	IUT-Dist. Center	\$2	\$2	\$1	\$6	\$0	0	0
32	5910	IUT-Repro.	\$0	\$0	\$0	\$0	\$0	0	0
33	5942	IUT-Advertising	\$0	\$0	\$0	\$0	\$0	0	0
34	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35									
36	TOTAL DIRECT EXPENSES		\$51,409	\$52,767	\$42,725	\$43,920	\$35,012	\$57,608	\$58,088
37									
38	NET		(\$30,059)	(\$35,367)	(\$27,525)	(\$27,620)	(\$19,212)	(\$41,608)	(\$42,088)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3835		
4		Project Name:	Annual Conference Programs		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4400	Donations/Honoraria	Donations for Annual Conference programs and poster sessions/receptions budgeted at more typical donation rate.		16,000
9	4429	Overhd-exempt Rev./Division			
10			Total Revenues		16,000
11	5000	Salaries & Wages	Salaries @ % listed in the salary matrix		\$10,565
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		3,178
13	5150	Messenger Service	Messenger service		-
14	5302	Meal Functions	Catering at programs and poster sessions/receptions (based on FY18 actual)		14,000
15	5350	Program Allocation	ACRL Board allocation of \$20,000 for program speakers, photocopying, posterboards, \$200 flyer for President's program with award winners on back side, \$7500 for ACRL President's Program.		27,700
16	5402	Printing-O/S	Share of this project's printing costs for Annual Conference Programs and meetings C&RL News insert		2,000
17	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		645
18	5999	IUT-Misc.			
19			Total Expenses		\$58,088
20			Net		(42,088)

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

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3836		
4		Project Name:	Immersion Assessment Prog		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4200	Registration Fees	Registration fees: 56 participants @ \$1,575= \$88,200. 4 nonmembers @ \$1,675 = \$6,700. Total = \$94,900. Budgeted @ 90% = \$85,410. Based on 60 attendees. Minimum attendance: 54	88,200	-
9	4429	Overhd-exempt Rev./Division	Revenue for lodging: 60 participants @ \$65 per night for four nights at Scarritt Bennett <This covers costs for participant lodging in 5212>	6,700	-
10			Total Revenues		-

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

	B	C	Q	R	S	T	U	V	W
1	ALA Budget Worksheet								
2	ACRL								
3	Project: 3838 Scholarships								
4			2014	2015	2016	2017	2018	2019	2020
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
7	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	0	0
8									
9	Total Revenues		\$0	\$0	\$0	\$0	\$0	\$0	\$0
10									
11	EXPENSES								
12	5000	Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	5010	Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	5306	Awards	\$0	\$77,595	\$27,315	\$81,270	\$28,295	\$101,000	\$29,000
15	5530	Depr/Furn & Equipment	\$0	\$0	\$0	\$0	\$0	0	0
16	5599	Misc. Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	5560	Organization Support/Contrib.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
18	5940	IUT-Registration Processing	\$0	\$0	\$0	\$0	\$4,075	\$0	\$0
19	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$8,475	\$0	\$0
20									
21	Total Expenses		\$0	\$77,595	\$27,315	\$81,270	\$40,845	\$101,000	\$29,000
22									
23	Net		\$0	(\$77,595)	(\$27,315)	(\$81,270)	(\$40,845)	(\$101,000)	(\$29,000)

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3838		
4		Project Name:	ACRL Scholarship		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8					\$0
9			Total Revenues		\$0
10	5306	Awards	2020 Immersion Program @ \$12,000; e-Learning @ \$1,000; RBMS Conference @ \$16,000 (funded by conference revenue profit share from prior year)		29,000
11	5350	Program Allocation			
12			Total Expenses		29,000
13			Net		(\$29,000)

	B	C	D	E	F	G	H
1	ALA Budget Worksheet						
2	ACRL						
3	Project: Friends Restricted						
4			2015	2016	2017	2018	2020
5			ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE						
7	4300	Grants & Awards-Exchange	\$62,860	(\$12)	\$66,070	\$0	\$0
8	4301	Grants & Awards-Temporary	\$0	(\$151)	\$0	\$0	\$0
9	4400	Donations/Honoraria	\$0	\$50	\$0	\$30,640	\$30,640
10	4421	Royalties-Exempt	\$0	\$151	\$0	\$0	\$0
11							
12	Total Revenues		\$62,860	\$38	\$66,070	\$30,640	\$30,640
13							
14	EXPENSES						
15	5122	Bank Service Fees	\$0	\$38	\$0	\$0	\$0
16	5306	Awards	\$62,860	\$0	\$66,070	\$0	\$0
17	5909	IUT-Dist. Center	\$0	\$0	\$0	\$0	\$0
18							
19	Total Expenses		\$62,860	\$38	\$66,070	\$0	\$0
20							
21	Net		\$0	\$0	\$0	\$30,640	\$30,640

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3831		
4		Project Name:	Friends of ACRL-Restricted		
5					
6					FY 2020 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4300	Grants & Awards-Exchange	Draw down from existing balance		
	4400	Donations/Honoraria	Donations from 25% of division-level committees (12 x \$735 = \$8820); 50% of sections (8 x \$735 = \$5880); 25% of interest groups (4 x \$735 = \$2940); ACRL Board and former board members (\$12,000); ACRL staff (\$1000)		30,640
9					
10			Total Revenues		30,640
11	5000	Salaries & Wages			
12	5010	Employee Benefits			
13	5122	Bank Service Fees			
14	5350	Program Allocation			
15	5523	Postage & E-Mail/O/S			
16	5599	Misc. Expense			
17	5902	IUT-ITTS			
18	5905	IUT-Telephone			
19	5909	IUT-Dist. Center			
20	5910	IUT-Repro.			
21			Total Expenses		\$0
22			Net		\$30,640

404 FY20 CHOICE Budget at a Glance

		FY20B	FY19B	FY18	FY17	FY20B v FY18	FY20B v FY19B
TOTAL REVENUES		2,760,003	2,797,720	2,813,284	2,940,493	(53,281)	(37,716)
TOTAL EXPENSES		2,851,697	2,715,197	2,945,285	3,055,258	93,588	(136,500)
NET REVENUES		(91,693)	82,523	(132,001)	(114,765)	40,308	(174,216)
REVENUE							
SUBSCRIPTIONS							
3900	4110 Choice magazine	394,203	410,628	429,171	445,608	(34,968)	(16,425)
3901	4110 Reviews on Cards	90,603	95,371	100,070	116,186	(9,467)	(4,768)
	Subtotal: Choice Print	484,806	505,999	529,241	561,794	(44,435)	(21,192)
3913	4110 Choice Reviews	703,008	689,224	678,076	684,248	24,932	13,784
	Subtotal: All Choice	1,187,815	1,195,223	1,207,317	1,246,042	(19,502)	(7,408)
3905	4110 Resources for College Libraries	147,125	142,125	138,545	147,579	8,580	5,000
3915	4110 Open Choice	0	0	0	0	0	0
3918	4110 CC Advisor (Choice)	37,500	37,500	32,130	0	5,370	0
	4110 TOTAL SUBSCRIPTIONS	1,372,440	1,374,848	1,377,992	1,393,621	(5,552)	(2,408)
ADVERTISING & SPONSORED CONTENT							
	4143 Mobile app gross (Choice)	0	0	8,564	17,692		
3904	4610 Commissions	0	0	(101)	(1,235)		
	Mobile app net	0	0	8,463	16,457	(8,463)	0
	4140 Choice magazine	350,000	400,000	352,534	439,984		(50,000)
3907	4611 Commissions and agency fees	(11,375)	(13,000)	(10,856)	(17,239)		1,625
	Choice magazine net	338,625	387,000	341,678	422,745	(3,053)	(48,375)
	4143 Choice Reviews gross	30,000	200,850	183,340	196,813		(170,850)
3913	4610 Commissions	(900)	(6,026)	(5,601)	(7,743)		5,126
	Choice Reviews net	29,100	194,825	177,739	189,070	(148,639)	(165,725)
	4140 Content marketing (whitepapers, podcasts)	52,500	46,200	55,500	0		6,300
	4143 Digital marketing (eblasts, newsletters)	180,000					
3914	4610 Digital commissions	(5,400)					
	4611 Print commissions	(1,706)	(1,502)	(4,028)	0		(205)
	Choice content marketing net	225,394	44,699	51,472	0	173,922	180,695
							0
	4143 CC Advisor gross (Choice)	12,500	12,500	12,323	0		0
3918	4610 Commissions	(375)	(375)	(506)	0		0
	CC Advisor net	12,125	12,125	11,817	0	308	0
							0
							0
3909	4611 Webinar commissions	(6,630)	(6,375)	(4,254)	(7,359)	(2,376)	(255)
	4140 Print Advertising Gross	402,500	446,200	408,034	439,984		(43,700)
	4143 Digital Advertising Gross	222,500	213,350	204,227	214,505		9,150
	Subtotal x webinars	625,000	659,550	612,261	654,489	12,739	(34,550)
	4611 Sales Commission: Print	(19,711)	(20,877)	(19,138)	(24,598)		1,165
	4610 Sales Commission: Digital	(6,675)	(6,401)	(6,208)	(8,978)		(275)
	Subtotal Commissions	(26,386)	(27,277)	(25,346)	(34,613)		891
	Total Advertising x Webinars	598,614	632,273	586,915	619,876	11,699	(33,659)
3909	4105 Webinars gross (Choice)	165,750	159,375	106,675	105,600		6,375
	4105 TOTAL WEBINARS	165,750	159,375	106,675	105,600	59,075	6,375

AL ADVERTISING & SPONSORED CONTENT		764,364	791,648	693,590	725,476	70,774	(27,284)
ROYALTIES							0
3900	4421 Choice (CCC, reprints, etc.)	1,000	1,500	931	6,189		(500)
3902	4421 Choice reviews	510,200	500,724	514,160	561,853		9,476
3905	4421 Resources for College Libraries	8,000	15,000	15,000	78,500		(7,000)
	4421 TOTAL ROYALTIES	519,200	517,224	530,091	646,542	(10,891)	1,976
MISCELLANEOUS SALES							0
3900	4109 Misc. Sales	2,000	2,000	1,847	5,638		0
3905	4109 RCL Reimbursement	0	0	79,713	82,090		0
3913	4109 EBSCO affiliate fee	12,000	12,000	12,000			0
	4109 TOTAL MISC SALES	14,000	14,000	93,560	87,728	(79,560)	0
MISCELLANEOUS REVENUE							0
3900	4490 Remaindered books	90,000	100,000	118,051	87,126		
	4490 TOTAL MISC REVENUE	90,000	100,000	118,051	87,126	(28,051)	(10,000)
TOTAL REVENUES		2,760,003	2,797,720	2,813,284	2,940,493	(53,281)	(37,716)
EXPENSES							
	Payroll and Related Expenses	1,759,756	1,562,713	1,618,841	1,586,901	(140,915)	(197,043)
	Outside Services	70,650	56,410	187,180	322,293	116,530	(14,240)
	Travel and Related Expenses	32,500	49,175	38,949	48,575	6,449	16,675
	Meetings and Conferences	15,500	21,400	13,658	12,495	(1,842)	5,900
	Publication-related Expenses	284,311	324,924	303,821	308,158	19,510	40,612
	Operating Expenses	340,986	344,118	421,091	394,287	80,105	3,132
	Subtotal Direct Expenses	2,503,703	2,358,739	2,583,540	2,672,709	79,837	(144,963)
	Subtotal Indirect Expenses (IUTs)	(57,521)	(52,657)	(59,354)	(55,257)	(1,833)	4,864
	IUT/Overhead	365,700	369,299	371,353	388,206	5,653	3,599
	IUT/Allocations (Liberty Square)	39,815	39,815	49,746	55,905	9,931	0
	UBIT	0	0	0	(6,305)	0	0
	Subtotal Overhead	405,516	409,114	421,099	437,806	15,583	3,599
TOTAL EXPENSES		2,851,697	2,715,197	2,945,285	3,055,258	93,588	136,500

FY20B

DESCRIPTION	#	0000	3900	3901	3902	3904	3905	3907	3908	3909	3910	3913	3914	3915	3917	3918	TOTAL
Sales/Pamphlets	4101																0
Sales Audiovisual	4102																0
Sales/On-line	4103																0
Sales/Rental-Mail Lists	4104																0
Sales/Webinars, Webcasts. Web CE	4105									\$165,750							165,750
Sales/ALA Store	4108																0
Sales/Miscellaneous	4109		\$2,000				\$0					\$12,000					14,000
Subtotal-Other Sales		0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$165,750	\$0	\$12,000	\$0	\$0	\$0	\$0	179,750
Subscriptions	4110		\$394,203	\$90,603			\$147,125					\$703,008				\$37,500	1,372,440
Subtotal-Subscriptions		\$0	\$394,203	\$90,603	\$0	\$0	\$147,125	\$0	\$0	\$0	\$0	\$703,008	\$0	\$0	\$0	\$37,500	1,372,440
Advertising/Gross	4140							\$350,000					\$52,500				402,500
Advertising/Classified	4142																0
Advertising/Online	4143					\$0						\$30,000	\$180,000			\$12,500	222,500
Comm/Online Advertising	4610					\$0						(\$900)	(\$5,400)			(\$375)	(6,675)
Comm/Sales Rep	4611							(\$11,375)		(\$6,630)			(\$1,706)				(19,711)
Comm/Adv. Agency	4612																0
Subtotal-Advertising		\$0	\$0	\$0	\$0	\$0	\$0	\$338,625	\$0	(\$6,630)	\$0	\$29,100	\$225,394	\$0	\$0	\$12,125	598,614
Registration Fees	4200																0
Exhibit Space Rentals	4210																0
Meal Functions	4220																0
Subtotal-Meetings & Conf.			\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0			\$0	\$0	0
Grants & Awards-Exchange	4300																0
Grants & Awards-Temporary Restricted	4301																0
Subtotal-Grants & Awards			\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0			\$0	\$0	0
Donations/Honoraria	4400																0
Interest/Dividends	4420																0
Royalties-Exempt	4421		\$1,000		\$510,200		\$8,000										519,200
L-T Invest. Gain/Loss-Realized	4422																0
L-T Invest. Gain/Loss-Unrealized	4423																0
Overhd-exempt Rev./Division	4429																0
Royalties-Non-Exempt	4430																0
Misc. Fees/Revenues	4490		\$90,000														90,000
Subtotal-Misc.		\$0	\$91,000	\$0	\$510,200	\$0	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	609,200
TOTAL REVENUES		\$0	\$487,203	\$90,603	\$510,200	\$0	\$155,125	\$338,625	\$0	\$159,120	\$0	\$744,108	\$225,394	\$0	\$0	\$49,625	2,760,003
																	32.83%
			85.54%				5.31%	2.30%	0.98%					5.87%			1.00
Salaries & Wages	5000	\$ 1,122,941	\$0	\$0	\$0	\$0	\$69,768	\$30,148	\$12,921	\$0	\$0	\$0	\$0	\$77,003	\$0	\$0	1,312,781
Temp Employees-In-House	5001	\$ 7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	7,000
Overtime/Wages	5002	\$ -	\$0	\$0	\$0	\$0	\$0	\$3,500	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	5,000
Attrition Factor	5005																0
Accrued Vacation	5009																0
Employee Benefits	5010	\$ 371,621	\$0	\$0	\$0	\$0	\$23,023	\$10,431	\$4,489	\$0	\$0	\$0	\$0	\$25,411	\$0	\$0	434,975
Tuition Reimbursement	5015																0
Prof Memberships	5016	\$ -	\$0														0
Payroll & Related Exp.		\$1,501,562	\$0	\$0	\$0	\$0	\$92,791	\$44,079	\$18,909	\$0	\$0	\$0	\$0	\$102,414	\$0	\$0	1,759,756
Temp Employee/Outside	5100	\$ -	\$0				\$0					\$0					0
Professional Services	5110	\$ 30,000	\$0	\$0			(\$50,000)	\$0		\$0	\$0	\$0	\$10,000	\$ 16,000		\$0	6,000
Legal Fees	5120																0
Audit/Tax Fees	5121																0
Bank Service Fees	5122	\$ 18,000						\$0									18,000
Repairs/Maintenance	5140	\$ 16,400	\$0					\$1,750							\$28,500		46,650
Messenger Service	5150																0
Duplication/Outside	5151																0
Outside Services		\$64,400	\$0	\$0	\$0	\$0	(\$50,000)	\$1,750	\$0	\$0	\$0	\$0	\$10,000	\$16,000	\$28,500	\$0	70,650

DESCRIPTION	#	0000	3900	3901	3902	3904	3905	3907	3908	3909	3910	3913	3914	3915	3917	3918	TOTAL
Transportation	5210	\$ 4,950	\$0				\$450	\$945	\$405		\$1,350	\$0	\$0	\$ -		\$225	8,325
Lodging & Meals	5212	\$ 13,300	\$0				\$1,100	\$2,310	\$990		\$3,300	\$0	\$0	\$ -		\$550	21,550
Entertainment	5214													\$ -			0
Business Meetings	5216	\$ 2,400	\$0				\$0	\$0	\$0					\$ -		\$225	2,625
Travel and Related Expenses		\$20,650	\$0	\$0	\$0	\$0	\$1,550	\$3,255	\$1,395	\$0	\$4,650	\$0	\$0	\$0	\$0	\$1,000	32,500
Facilities Rent	5300										\$0						0
Conference Equipment Rental	5301										\$6,000					\$500	6,500
Meal Functions	5302										\$350					\$0	350
Exhibits	5303										\$7,500					\$1,150	8,650
Speaker/Guest Expenses	5304																0
Speaker/Guest Honorarium	5305						\$0										0
Awards	5306																0
Security Services	5307																0
Special Transportation	5308																0
Audio/Visual Equip Rental & Labor	5309																0
Computer Rental/Internet Connection	5310																0
Program Allocation	5350																0
Meetings & Conferences		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,850	\$0	\$0	\$0	\$0	\$1,650	15,500
Edit/Proofreading-O/S	5400		\$1,870	\$436	\$2,240												7,500
Typesetting/Comptn-O/S	5401		\$3,000									\$2,954		\$0			3,000
Printing-O/S	5402		\$90,000	\$30,000				\$0	\$0		\$1,000					\$0	121,000
Binding-O/S	5403																0
Design Service-O/S	5404		\$0					\$0	\$0	\$0	\$6,000		\$0			\$0	6,000
Review Service	5406																0
Mail Service-O/S	5410		\$16,500	\$6,200							\$750					\$0	23,450
Advertising/Space	5411										\$13,000					\$1,078	14,078
Advertising/Direct	5412										\$1,000					\$0	1,000
Mail List Rental	5413										\$3,000					\$0	3,000
Supplies/Production	5414		\$4,200	\$7,200													11,400
Pre-Press/Photo Services	5415		\$0														0
Adv Production Cost	5416																0
Copyright Fees	5420		\$720														720
Web Operating Expenses	5430		\$4,714	\$0		\$0	\$0				\$5,125	\$36,000		\$0		\$7,325	53,164
Webinars/Webcasts/Web CE Exp	5431									\$5,000							5,000
Purchased Inventory	5432																0
Order Processing/Fulfillment	5433		\$35,000													\$0	35,000
Cost of Sales	5480																0
Inventory Adjustment	5490																0
Inventory Reserve Adjustment	5499																0
Publication Related Expenses		\$0	\$156,004	\$43,836	\$2,240	\$0	\$0	\$0	\$0	\$5,000	\$29,875	\$38,954	\$0	\$0	\$0	\$8,403	284,311
Staff Recruitment/Relocation	5030	\$ -	\$0				\$0										0
Staff Development	5031	\$ -	\$0				\$0	\$0	\$0		\$0	\$0					0
Supplies/Operating	5500	\$ 11,500						\$0	\$0	\$0			\$0				11,500
Equipment/Software-Minor	5501	\$ 3,920															3,920
Ref Matls/Periodicals	5502		\$13,745				\$0										13,745
Insurance	5510																0
Equipment Rental/Lease	5520	\$ 4,500					\$0										4,500
Space Rent	5521														\$18,000		18,000
Telephone & Fax/O/S	5522	\$ 3,250	\$800					\$700	\$300		\$0				\$0	\$0	5,050
Postage & E-Mail/O/S	5523	\$ 56,000	\$0				\$0	\$0	\$0	\$0	\$0						56,000
Utilities	5525														\$17,314		17,314
Depr/Furn & Equipment	5530	\$ 4,655	\$117,625									\$71,119				\$14,308	207,707
Depr/Building	5531																0
Amortization/Equip Lease	5532																0
Royalty Expense	5540									\$0							0
Bad Debt Expense	5543							\$0									0
Interest Expense	5544																0
Taxes/Property	5545	\$ -	\$0														0
Promotion	5550										\$1,750						1,750
Organization Support/Contrib.	5560	\$ -												\$0			0
Misc. Expense	5599	\$ 1,500	\$0				\$0								\$0		1,500
Operating Expenses		\$85,325	\$132,170	\$0	\$0	\$0	\$0	\$700	\$300	\$0	\$1,750	\$71,119	\$0	\$0	\$35,314	\$14,308	340,986

DESCRIPTION	#	0000	3900	3901	3902	3904	3905	3907	3908	3909	3910	3913	3914	3915	3917	3918	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	(\$42,840)					\$0										(42,840)
IUT-Telephone	5905																0
IUT-Order Billing	5906							\$500									500
IUT-Maint.	5908																0
IUT-Dist. Center	5909																0
IUT-Repro.	5910																0

DESCRIPTION	#	0000	3900	3901	3902	3904	3905	3907	3908	3909	3910	3913	3914	3915	3917	3918	TOTAL
IUT-Copy Editing/Proofreading	5912																0
IUT-Composition/Alteration	5913																0
IUT-Registration Processing	5940																0
IUT-CHOICE	5941	\$ 9,594															9,594
IUT-Advertising	5942					\$0			(\$20,604)	(\$4,171)	\$0						(24,775)
IUT-Misc.	5999	0															0
Total IUTs		(\$33,246)	\$0	\$0	\$0	\$0	\$0	\$500	(\$20,604)	(\$4,171)	\$0	\$0	\$0	\$0	\$0	\$0	(57,521)
Total Direct Expenses		\$1,638,691	\$288,174	\$43,836	\$2,240	\$0	\$44,341	\$50,284	\$0	\$829	\$50,125	\$110,073	\$10,000	\$118,414	\$63,814	\$25,360	2,446,181
Contribution Margin		(\$1,638,691)	\$199,029	\$46,767	\$507,960	\$0	\$110,784	\$288,341	\$0	\$158,291	(\$50,125)	\$634,035	\$215,394	(\$118,414)	(\$63,814)	\$24,265	313,822
IUT-General Overhead	5911		\$64,554	\$12,005	\$67,601	\$0	\$20,554	\$44,868		\$21,083		\$98,594	\$29,865			\$6,575	365,700
Total Expenses Excl. Alloc		\$1,638,691	\$352,728	\$55,841	\$69,842	\$0	\$64,896	\$95,152	\$0	\$21,912	\$50,125	\$208,668	\$39,865	\$118,414	\$63,814	\$31,935	2,811,882
IUT-Allocations	5998														\$39,815		39,815
Total Exp. Incl. OH & Alloc.		\$1,638,691	\$352,728	\$55,841	\$69,842	\$0	\$64,896	\$95,152	\$0	\$21,912	\$50,125	\$208,668	\$39,865	\$118,414	\$103,629	\$31,935	2,851,697
Net Rev/(Exp) Before Taxes		(\$1,638,691)	\$134,475	\$34,762	\$440,358	\$0	\$90,229	\$243,473	\$0	\$137,208	(\$50,125)	\$535,441	\$185,529	(\$118,414)	(\$103,629)	\$17,690	(91,693)
Taxes/Income	5600	0	\$0			\$0	\$0	\$0		\$0		\$0				\$0	0
TOTAL EXPENSES INCLUDING TAXES		\$1,638,691	\$352,728	\$55,841	\$69,842	\$0	\$64,896	\$95,152	\$0	\$21,912	\$50,125	\$208,668	\$39,865	\$118,414	\$103,629	\$31,935	2,851,697
Net Rev/(Exp) After Taxes		(\$1,638,691)	\$134,475	\$34,762	\$440,358	\$0	\$90,229	\$243,473	\$0	\$137,208	(\$50,125)	\$535,441	\$185,529	(\$118,414)	(\$103,629)	\$17,690	(91,693)
Net Assets at End of Yr				OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK			2,556,366

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

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

Subtotal - Outside Services 64,400

Conference	Events	Staff	Cost	FY20B
Charleston	1	1	\$450	\$450
ALA Midwinter	1	3	\$450	\$1,350
ALA Annual	1	3	\$450	\$1,350
ACRL Biannual Conference	0	0	\$450	\$0
Other	1	1	\$450	\$450
Publisher trips to ALA, productOps, etc.	3	1	\$450	\$1,350
				\$0
5210	Transportation			\$4,950

Conference	Events	Staff	Cost	FY20B
Charleston	1	1	\$1,100	\$1,100
ALA Midwinter	1	3	\$1,100	\$3,300
ALA Annual	1	3	\$1,100	\$3,300
ACRL Biannual Conference	0	0	\$1,100	\$0
Other	1	1	\$1,100	\$1,100
Publisher trips to ALA, productOps, etc.	3	1	\$1,100	\$3,300
ACRL Ex Dir trips to CHOICE	2	1	\$600	\$1,200
				\$0
5212	Lodging & Meals			\$13,300

5216	Business Meetings	Includes conference registrations (except 3918)		FY20B
				\$2,400
				\$2,400

Subtotal - Travel and Related Expenses \$ 20,650

Item	#	Est. Cost	FY20B
Recruiting expense/local searches	0	\$1,000	\$0
Recruiting expense/national searches	0	\$7,500	\$0
5030	Staff Recruitment/Relocation	Total	\$0

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

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

LINE #	LINE ITEM DESCRIPTION		FY20B
5501	Equipment/Software-Minor	X-Tags	\$500
		Freshdesk	\$1,920
		Small office equipment & software	\$1,500
			\$3,920
			3,920

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

Item	FY20B
Frontier (analog line)	\$2,800
Conference call services (GoToMeeting)	\$450
Total	\$3,250
5522	Telephone & Fax/O/S

Item	FY20B
Comcast primary	\$15,500.00
Comcast secondary	\$2,000.00
Voice line	\$9,000.00
FedEx	\$1,500.00
Postage (Endicia) and other	\$28,000.00
Total	\$56,000
5523	Postage & E-Mail/O/S

FY18 new purchases	Items	Total	Years	FY20B
	HP workstations	\$12,000	3	\$2,000
	Network server and upgrades	\$12,000	3	\$2,000
	Prior Years office equip (from Finance)			\$655
	TOTAL			\$4,655
5530	Depr/Furn & Equipment			4,655

	FY20B
CHOICE property tax (postage meter/computer leases)	\$0
5545	Taxes/Property

	FY20B
ACRL National Conference sponsorship (odd # years)	\$0
5560	Organization Support/Contrib.

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

LINE #	LINE ITEM DESCRIPTION		FY20B	
5599	Misc. Expense	Miscellaneous office expenses	\$1,500	1,500

Subtotal - Operating Expenses \$ 85,325

LINE #	LINE ITEM DESCRIPTION	Description	FY20B	
5904	Transfer to/from Endowment	LTI interest transfer to Magazine project	(\$42,840)	(42,840)

LINE #	LINE ITEM DESCRIPTION	ACRL charge for administrative services				FY20B	
			40.00	2.20%	ACRL to Choice	\$13,156	
			1820.00		Choice to ACRL for Erin Nevius	(\$3,562)	
5941	IUT-CHOICE					\$9,594	9,594

LINE #	LINE ITEM DESCRIPTION		FY20B	
5999	IUT-Misc.		\$0	0

Subtotal - Inter-Unit Transfers (\$33,246)

LINE #	LINE ITEM DESCRIPTION	FY15 UBIT set-aside	FY20B	
5600	Taxes/Income		\$0	0

Subtotal - Overhead and Taxes 0

TOTAL PROJECT EXPENSES (G&A) \$1,638,691

NET PROJECT REVENUE (\$1,638,691)

G&A as % of Revenue 59.37%

G&A as % of Expenses 57.46%

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

LINE # LINE ITEM DESCRIPTION FY20B

5433	Order Processing/Fulfillment	Vendor/Description ESP/fulfillment expenses: includes Choice, Cards, and Choice Reviews	\$ 35,000	35,000
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Subtotal - Publication Related Expenses 156,004

5030	Staff Recruitment/Relocation	Item	#	Est. Cost	FY20B
		Recruiting expense/local searches	\$0	\$1,000	\$0
		Recruiting expense/national searches	\$0	\$7,500	\$0
		Total			0

5031	Staff Development			\$0	0
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5501	Equipment/Software-Minor			\$ -	0
				\$0	0

5502	Ref Mats/Periodicals	Item		FY20B
		OCLC access charges (ALA Library IUT)		
		OCLC publishing services/bib data agreement	\$ 12,745	
		EBSCO subscription at ALA	\$ 1,000	
		Other reference materials	\$ 13,745	
				13,745

5522	Telephone & Fax/O/S	Item		FY20B
		ESP phone charges (all Choice pubs)		\$800
		Total		800

5523	Postage & E-Mail/O/S	Item		FY20B
		Choice mailroom: moved to 0000		\$0
		Total		0

5530	Depr/Furn & Equipment			Accrued Prior Year depreciation	FY20B
				\$ -	\$117,625
		Total			117,625

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

LINE #	LINE ITEM DESCRIPTION			FY20B
5540	Royalty Expense	Fee(s) for outside contributors to the magazine		\$0 0
5545	Taxes/Property	CHOICE property tax (postage meter/computer leases)		FY20B \$0 \$0 0
5599	Misc. Expense	Miscellaneous office expenses		FY20B \$0 0
			Subtotal - Operating Expenses	132,170
5903	IUT-Subscription Processing			FY20B \$ - 0
			Subtotal - Inter-Unit Transfers	\$0
5911	IUT-General Overhead	FY2019 ALA overhead charges	Rate FY17 Revenue	FY20B
		4104 Rental Mail lists	13.25% \$0	\$0
		4109 Sales/Misc	13.25% \$2,000	\$265
		4110 Subscriptions	13.25% \$394,203	\$52,232
		4421 Royalties	13.25% \$1,000	\$133
		4490 Misc. Revenue	13.25% \$90,000	\$11,925
			\$487,203	\$64,554
				64,554
5600	Taxes/Income	FY15 UBIT set-aside	FY14 FY15B	FY20B
			\$0 \$0	\$0 0
			Subtotal - Overhead and Taxes	64,554
			TOTAL PROJECT EXPENSES	\$352,728
			NET PROJECT REVENUE	\$134,475

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

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

TOTAL PROJECT REVENUES \$90,603

LINE #	LINE ITEM DESCRIPTION				FY20B
EXPENSES					
		All Choice	% this Project	\$3,901	
5000	Salaries & Wages	\$ 1,317,780.75	0.000%	\$0	\$0
5002	Overtime/Wages			FY20B	0
				\$0	
5010	Employee Benefits			FY20B	\$0
				\$0	\$0
Subtotal - Payroll & Related Expense				0	
5110	Professional Services			FY20B	0
				\$0	
Subtotal - Outside Services				0	
5400	Edit/Proofreading-O/S	Description Copyediting Allocation Total editorial & proofreading		FY20B \$436 \$436	436
5402	Printing-O/S	FY2009-FY2012 printer = Sheridan FY2013 printer = Gasch		FY20B \$30,000	\$30,000
5410	Mail Service-O/S	Mailing and postage for ROC's (12 issues)		FY20B \$6,200	\$6,200
5414	Supplies/Production	Shipping materials		FY20B \$7,200	7,200

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

LINE #	LINE ITEM DESCRIPTION					FY20B
	Mobile app at 3904					
		Pubs	Unit	Months	Total	
		0	\$127.38	12.00	\$0	
5430	Web Operating Expenses			Total	\$0	\$0

Subtotal - Publication Related Expenses \$43,836

Line Item	Revenue \$	Rate	O/H Charge	
5911 IUT-General Overhead	\$90,603	13.25%	\$12,005	\$12,005

Subtotal- Overhead and Taxes \$12,005

TOTAL PROJECT EXPENSES \$55,841

NET PROJECT REVENUE \$34,762

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

LINE # LINE ITEM DESCRIPTION

REVENUES

FY20B

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

\$510,200

TOTAL PROJECT REVENUES \$510,200

EXPENSES

LINE # LINE ITEM DESCRIPTION

5000	Salaries & Wages		All Choice	% this Project	\$3,902	
			\$ 1,317,781	0.000%	\$0	\$0

5010	Employee Benefits	33% of staff salary #5000 and 15% of #5001 and #5002		33.00%	FY20B	\$0	\$0
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Subtotal - Payroll & Related Expense \$0

5110	Professional Services				FY20B	
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Subtotal - Outside Services

5400	Edit/Proofreading-O/S	Description			FY20B	
		Copyediting Allocation			\$2,240	
		Total editorial & proofreading			\$2,240	2,240

Subtotal - Publication Related Expenses 2,240

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

Subtotal - Overhead and Taxes \$67,601

TOTAL PROJECT EXPENSES \$ 69,842
NET PROJECT REVENUE \$ 440,358

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

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

								FY20B
4143 Advertising/Online	Commission Rate	Transfer Rate	Gross	Split				
	3% Gross Revenue		50% \$	-			\$0	
	3% Commission		50%	\$0.00			\$0	\$ -
	Net Sales		\$	-			\$0	
	Revenue to ACRL			\$			-	
	Commissions to ACRL						\$0.00	

								FY20B
Commissions paid to ad sales representatives								
4610 Comm/Online Advertising	Commissions	3%					\$0	\$0

TOTAL PROJECT REVENUES \$0

LINE # LINE ITEM DESCRIPTION

EXPENSES

5000 Salaries & Wages			All Choice	% this Project	\$3,904			
			\$1,317,781	0.000%			\$0	\$0

5001 Temp Employees-In-House	Position		FY14	FY15B	FY20B			
			\$ -	\$ -	\$ -			\$0

5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime	70%				\$0	\$0
							\$ -	

Ad Sales Benefit Calculation				Amount	Benefit %	Benefit \$	
5000 Project Salaries & Wages				\$0	33.00%	\$0	
5001 Temp Employees In-House				\$0	15.00%	\$0	
5002 Overtime Wages				\$0	15.00%	\$0	
4610 Online commission				\$ -	0.00%	\$0	
5010 Employee Benefits				Total		\$0	\$0

Subtotal - Payroll & Related Expense \$0

5110 Professional Services	Outside and freelance labor						FY20B	
							\$0	\$0

Subtotal - Outside Services \$0

5210 Transportation	Billing	Conference	# Ad Sales Staff	Avg. Cost	Total			
	Feb	ALA Midwinter	0	\$450	\$0			
		ACRL National Conference	0	\$450	\$0			
	July	ALA Annual	0	\$450	\$0			
				Total	\$0			
					\$0			\$0

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

LINE #	LINE ITEM DESCRIPTION	50/50 split with ACRL	# Ad Sales Staff	Avg. Cost	Total
	Billing	Conference			
	Feb	ALA Midwinter	0	\$800	\$0
		ACRL National Conference	0	\$1,100	\$0
	July	ALA Annual	0	\$800	\$0
				Total	\$0
5212	Lodging & Meals				\$0

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

Subtotal - Travel & Related Expenses \$0

				Total
5430	Web Operating Expenses	Production	\$0	50%
				\$0
				Total
				\$0

Subtotal - Publication-related Expenses \$0

		Rate	Total
5031	Staff Development	\$0	0.00%
			\$0

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

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

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

Subtotal - Operating Expenses \$0

		FY20B
5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing
		\$0

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

LINE #	LINE ITEM DESCRIPTION	Expense	Gross	Transfer Rate	\$0
		Subtotal - Payroll & Related Expense	\$0	50%	\$0
		Subtotal - Outside Services	\$0	50%	\$0.00
		Subtotal - Publication Related Expenses		direct bill	
		Subtotal - Operating Expenses	\$0	50%	\$0.00
5942	IUT-Advertising Charge back to ACRL		\$0	Total	\$0

Subtotal - Inter-Unit Transfers \$0

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

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

Subtotal- Overhead and Taxes \$0

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

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

LINE # LINE ITEM DESCRIPTION

REVENUES

						FY20B	FY20B
4109	Sales/Miscellaneous	Bowker expense reimbursements (per agreement)				\$0	\$0
4110	Subscriptions	ProQuest	Units	Price	Gross	Split	FY20B
		Choice (@50%)	5	\$ 850	\$ 4,250	50%	\$ 2,125
						Total	\$ 147,125
4421	Royalties-Exempt	Licensing Revenues				Library	\$8,000
						Total	\$8,000
TOTAL PROJECT REVENUES							\$155,125

LINE #

EXPENSES

		All Choice	% this Project	3905	FY16	
5000	Salaries & Wages	\$ 1,317,780.75	0.000%	\$69,768	\$69,768	
5001	Temp Employees-In-House				\$0	0
5010	Employee Benefits				FY20B	
					\$0	
					15.00%	\$23,023
					33.00%	\$23,023
					\$	23,023
5016	Staff memberships in professional associations				\$0	0
Subtotal - Payroll & Related Expense					\$	92,791
5100	Temp Employee/Outside	Publishing Assistant	Hours	Avg Rate	FY20B	
			0	\$21.00	\$0	0
5110	Professional Services	Subject Editor honoraria	76	\$500	38,000	
		Editorial reimbursement			(88,000)	(50,000)
Subtotal - Outside Services					\$	(50,000)

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

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

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

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

Subtotal - Travel & Related Expenses \$ 1,550

LINE #	LINE ITEM DESCRIPTION		FY20B
5305	Speaker/Guest Honorarium		\$0
			0

Subtotal - Meetings & Conferences 1,550

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

Subtotal - Publication Related Expenses \$ -

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B
5030	Staff Recruitment/Relocation		\$0	\$0	\$0
					0

LINE #	LINE ITEM DESCRIPTION		FY20B
5031	Staff Development		\$0
			0

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B
5502	Ref Mats/Periodicals	Print and electronic reference materials	\$0	\$0	\$0
					0

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B
5520	Equipment Rental/Lease	Leased equipment monthly rental fees	\$0	\$0	\$0
					0

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B
5523	Postage & E-Mail/O/S		\$211	\$125	\$0
					0

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B
5599	Misc. Expense	Miscellaneous office expense	\$0	\$50	\$0
					0

Subtotal - Operating Expenses \$ -

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

LINE #	LINE ITEM DESCRIPTION	Description	FY14	FY15B	FY20B	
5904	Transfer to/from Endowment	LTI interest transfer to RCL project	\$0	\$0	\$0	0

Subtotal - IUT's \$ -

		FY15 ALA overhead charges	Line	Description	Rate	2015 Revenue	FY20B	
			4109	Sales/Miscellaneous	13.25%	\$0	\$0	
			4110	Subscriptions	13.25%	\$147,125	\$19,494	
			4421	Royalties	13.25%	\$8,000	\$1,060	
5911	IUT-General Overhead			Totals		\$155,125	\$20,554	20,554

		FY13	FY14B	FY20B	
5600	Taxes/Income	\$0	\$0	\$0	0

Subtotal- Overhead and Taxes 20,554

TOTAL PROJECT EXPENSES \$ 64,896

NET PROJECT REVENUE \$ 90,229

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

LINE # LINE ITEM DESCRIPTION

REVENUES

				FY20B	
4140	Advertising/Gross			99.28%	
		Revenue History	FY17	FY18	FY20B
		Magazine Ad Sales Revenues (gross)	\$439,515	\$352,534	\$ 350,000
		(Pam' report)	\$447,140		\$ 350,000
		Total Gross		\$	350,000
		Print Sales Commission Rate			0.03
		Print Sales Commissions	\$ (17,239)	\$ (10,856)	(11,375.00)
		Net Ad Revenues	\$ 422,276	\$ 341,678	338,625.00
					\$ 350,000

				FY20B	
4611	Print Comm/Sales Rep	3.25%	Choice Magazine Ad Sales Revenues (gross)	(11,375.00)	
		3.25%		0.00	
			Total	(11,375.00)	(11,375)
TOTAL PROJECT REVENUES				\$338,625	

LINE # LINE ITEM DESCRIPTION

EXPENSES

		All Choice	% this Project	FY20B	
5000	Salaries & Wages	Project 3907 share	\$1,317,781	0.000%	\$30,148
					\$30,148
5001	Temp Employees-In-House	Position Webinar/Ad Sales Support Coordinator	\$ -	\$ -	\$ -
					\$0
5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime		\$3,500
			Project 3907 share	\$ -	\$3,500
					\$0
5010	Employee Benefits	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$
		5000 Project Salaries & Wages	\$30,148	33.00%	\$9,949
		5001 Temp Employees In-House	\$0	15.00%	\$0
		5002 Overtime Wages	\$3,500	15.00%	\$525
			\$33,648		\$10,431
					\$10,431
Subtotal - Payroll & Related Expense					\$44,079

				FY20B	
5110	Professional Services	Outside and freelance labor			\$0
					\$0

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

LINE #	LINE ITEM DESCRIPTION			FY20B
5122	Bank Service Fees	Bank service fees on ad sales accounts: Moved to 0000		\$0

5140	Repairs/Maintenance	Annual maintenance fee/ad sales system	Spacemaster	\$1,750	\$1,750
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Subtotal - Outside Services \$1,750

Billing	Conference	# Ad Sales Staff	Avg. Cost	Total	
	Charleston	1	\$450	\$450	
	ALA Midwinter	0	\$450	\$0	
	ALA Annual	1	\$450	\$450	
	ACRL Biannual Conference	0	\$450	\$0	
	Other	1	\$450	\$450	
			Total	\$1,350	
5210	Transportation	Project 3907 share	70%	\$945	\$945

Billing	Conference	# Ad Sales Staff	Avg. Cost	Total	
	Charleston	1	\$1,100	\$1,100	
	ALA Midwinter	0	\$1,100	\$0	
	ALA Annual	1	\$1,100	\$1,100	
	ACRL Biannual Conference		\$1,100	\$0	
	Other	1	\$1,100	\$1,100	
			Total	\$3,300	
5212	Lodging & Meals	Project 3907 share	70%	\$2,310	\$2,310

Event	# Events	Avg. Cost	Total	
Meetings with advertisers	2	\$100	\$0	
5216	Business Meetings	Project 3907 share	70%	\$0

Subtotal - Travel & Related Expenses \$3,255

5402	Printing-O/S	CHOICE Ad Sales Promo Printing Expense	OAT certificates OAT seals, etc.	FY20B inventory inventory \$0	\$0
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5404	Design Service-O/S	Outside ad sales promo creative expenses: media kit		FY20B \$0	\$0
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Subtotal - Publication Related Expenses \$0

Ad Sales Salaries	Rate	Total
\$30,148	0.00%	\$0
5031	Staff Development	\$0

5500	Supplies/Operating	General office supplies, e.g. paper, file folders	FY20B \$0	\$0
		Project 3907 share	70%	\$0

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

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

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

LINE #	LINE ITEM DESCRIPTION	Item	FY16B Gross Ad \$	Rate (per ALA)	FY20B
5543	Bad Debt Expense	Reserve for uncollectable accounts	\$350,000	0.00%	\$0

Subtotal - Operating Expenses \$700

LINE #	LINE ITEM DESCRIPTION	Item	FY14	FY15B	FY20B
5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	\$1,200	\$1,200	\$500

Subtotal - Inter-Unit Transfers \$500

Line Item	Revenue \$	Rate	O/H Charge
4140 Advertising/Gross	\$350,000	13.25%	\$46,375
4611 Comm/Sales Rep	(11,375)	13.25%	(\$1,507)
4612 Comm/Adv Agency	\$0	13.25%	\$0
Totals	\$338,625		\$44,868

LINE #	LINE ITEM DESCRIPTION	Line Item	Revenue \$	Rate	UBIT \$
5600	Taxes/Income	Advertising/Gross	\$350,000	0.00%	\$0

Subtotal- Overhead and Taxes \$44,868

TOTAL PROJECT EXPENSES \$95,152
NET PROJECT REVENUE \$243,473

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

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

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

EXPENSES		All Choice	% this Project	3908	FY20B
5000	Salaries & Wages	\$1,317,781	0.000%	\$ 12,920.54	\$12,921
5001	Temp Employees-In-House				\$0
	Position	FY14	FY15B	FY20B	
	Webinar/Ad Sales Support Coordinator	\$ -	\$ -	\$ -	
5002	Overtime/Wages				\$1,500
	Non-exempt staff time in excess of 35 hours/wk				
	Total Overtime			\$1,500.00	
	Project 3908 share				
5010	Employee Benefits				\$4,489
	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$	
	5000 Project Salaries & Wages	\$ 12,921	33.00%	\$4,264	
	5001 Temp Employees In-House	\$ -	15.00%	\$0	
	5002 Overtime Wages	\$ 1,500	15.00%	\$225	
		\$ 14,421		\$4,489	\$4,489
Subtotal: Payroll and Related Expenses				\$18,909	
5210	Transportation				\$405
	Billing	Conference	# Ad Sales Staff	Avg. Cost	FY20B
		Charleston	1	\$450	\$450
		ALA Midwinter	0	\$450	\$0
		ALA Annual	1	\$450	\$450
		ACRL Biannual Conference	0	\$450	\$0
		Other	1	\$450	\$450
					\$1,350
			Project 3908 share	30%	\$405
5212	Lodging & Meals				\$990
	Billing	Conference	# Ad Sales Staff	Avg. Cost	FY20B
		Charleston	1	\$1,100	\$1,100
		ALA Midwinter	0	\$1,100	\$0
		ALA Annual	1	\$1,100	\$1,100
		ACRL Biannual Conference	0	\$1,100	\$0
		Other	1	\$1,100	\$1,100
				Total	\$3,300
			Project 3908 share	30%	\$990
5216	Business Meetings				\$0
	Event	# Events	Avg. Cost	Total	
	Meetings with advertisers	2	\$100	\$0	
		Project 3908 share	30%	\$0	\$0
Subtotal - Travel & Related Expenses				\$1,395	

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

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

LINE #	LINE ITEM DESCRIPTION		FY14	FY15B	FY20B	
These expenses charged out to ACRL, projects 3300, 3302, 3303						
5402	Printing-O/S	Ad Sales Promotion Printing Expenses	\$325	\$500	\$0	\$0
5404	Design Service-O/S	Ad Sales Promotion Design Expenses	\$0	\$4,000	\$0	\$0
Subtotal - Publication Related Expenses					\$0	
5031	Staff Development		FY16 Salaries	Rate	Total	\$0
			\$12,921	0.00%	\$0	\$0
5500	Supplies/Operating	General office supplies, e.g. paper, file folders	FY14	FY15B	FY20B	\$0
			\$200	\$300	\$0	\$0
			Project 3908 share	30%	\$60	\$90
5522	Telephone & Fax/O/S	Item			FY20B	\$300
		Local & long-distance phone/ad sales	\$1,000		\$1,000	\$300
			Project 3908 share	30%	\$	300
5523	Postage & E-Mail/O/S	Item			FY20B	\$0
		Mailroom postage; overnight delivery services			\$0	\$0
Subtotal - Operating Expenses					\$300	
5942	IUT-Advertising	CHOICE charges to ACRL for ad sales			FY20B	(\$20,604)
						(\$20,604)
Subtotal - Inter-Unit Transfers					(\$20,604)	
TOTAL PROJECT EXPENSES					\$0	
NET PROJECT REVENUE					\$0	

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

LINE # LINE ITEM DESCRIPTION

REVENUES

		Commission Rate	Number	Rate	Gross	Transfer Rate	Revenue	
	Sales	4%	26	\$ 7,500	195,000	85%	165,750	
	Commission				(7,800)	85%	(6,630)	
	Net Sales				187,200		159,120	
						Revenue to ACRL	29,250	
						Commissions to ACRL	(1,170)	
4105	Sales/Webinars, Webcasts, Web CE							\$165,750

		Rate	Gross	Split	Share	
	Choice	4.00%	(7,800.00)	0.85	(6,630)	
	ACRL			0.15	(1,170)	
	Total				(7,800)	(6,630)

TOTAL PROJECT REVENUES \$159,120

LINE # LINE ITEM DESCRIPTION

EXPENSES

5000	Salaries & Wages				All Choice	% this Project	\$3,909	
					\$1,317,781	0.000%	\$0	\$0
5001	Temp Employees-In-House					TOTAL	\$ -	FY20B \$0
5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk		Total Overtime		TOTAL	\$ -	FY20B \$0
5010	Employee Benefits	Benefit Calculation			Amount	Benefit %	Benefit \$	
		5000 Project Salaries & Wages			\$0	33.00%	\$0	
		5001 Temp Employees In-House			\$0	15.00%	\$0	
		5002 Overtime Wages			\$0	15.00%	\$0	
		4611 Commissions/Sales Reps			\$0	0.00%	\$0	
		TOTAL			\$0		\$0	\$0
						Subtotal - Payroll & Related Expense	\$0	
5110	Professional Services	Outside and freelance labor				TOTAL	\$0	FY20B \$0
						Subtotal - Outside Services	\$0	
5404	Design Service-O/S					TOTAL	\$0	FY20B \$0

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

LINE #	LINE ITEM DESCRIPTION		FY20B	
5431	Webinars/Webcasts/Web CE Exp	Hosting and production (WebEx)	\$5,000	\$5,000
Subtotal - Publication Related Expenses			\$5,000	

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

5523	Postage & E-Mail/O/S	Item Mailroom postage; overnight delivery services	\$0	\$0
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5540	Royalty Expense	Item ACRL	Gross Revenue \$165,750	Rate 0.0%	FY20B \$0	\$0
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Subtotal - Operating Expenses \$0

5942	IUT-Advertising	Charge back to ACRL	Expense	Gross	Transfer Rate	FY20B	
			M. Derks	\$22,807	15%	\$3,421.03	
			Subtotal - Outside Services	\$0	15%	\$0.00	
			Subtotal - Publication Related Expenses	\$5,000	15%	\$750.00	
			Subtotal - Operating Expenses	\$0	15%	\$0.00	
			Total	\$27,807		(\$4,171)	(\$4,171)

Subtotal - Inter-Unit Transfers (\$4,171)

5911	IUT-General Overhead		Revenue \$	Rate	O/H Charge	
			Sales	\$165,750	13.25%	\$21,962
			Commissions	-\$6,630	13.25%	-\$878
			TOTAL			\$21,083

5600	Taxes/Income	FY15 UBIT Reserve	Line Item Advertising/Gross	Revenue \$ \$159,120	Rate 0.00%	UBIT \$ \$0	\$0
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Subtotal- Overhead and Taxes \$21,083

TOTAL PROJECT EXPENSES \$21,912
NET PROJECT REVENUE \$137,208

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

LINE #	LINE ITEM DESCRIPTION	All Choice	% this Projec	\$3,910	FY20B
5000	Salaries & Wages	\$1,317,781	0.000%	\$0	\$0

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

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

Subtotal - Outside Services \$0

Billable	Conference	#	Staff	Cost	FY20B
	Charleston	1	-	\$450	\$0
	ALA Midwinter	1	1	\$450	\$450
	ALA Annual	1	1	\$450	\$450
	ACRL Biannual Conference	0	1	\$450	\$0
	Other Marketing business travel	1	1	\$450	\$450
5210	Transportation				\$1,350

1,350

Billable	Conference	#	Staff	Cost	FY20B
	Charleston	1	0	\$1,100	\$0
	ALA Midwinter	1	1	\$1,100	\$1,100
	ALA Annual	1	1	\$1,100	\$1,100
	ACRL Biannual Conference	0	1	\$1,100	\$0
	Other Marketing business travel	1	1	\$1,100	\$1,100
5212	Lodging & Meals				\$3,300

3,300

Subtotal - Travel & Related Expenses \$4,650

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

\$0

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

\$6,000

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

LINE #	LINE ITEM DESCRIPTION	Item	Number	Avg. Cost	FY20B	
			1.00	\$350	\$350	
5302	Meal Functions				\$350	\$350

	Conference/Location	Number	Avg. Cost	FY20B	
Feb	ALA Midwinter	1	\$3,750	\$3,750	
Nov	Charleston	0	\$3,750	\$0	
July	ALA Annual	1	\$3,750	\$3,750	
April	ACRL Biannual Conference	0	\$3,750	\$0	
		-	\$3,750	\$0	
5303	Exhibits		Total	\$7,500	\$7,500

Subtotal - Meeting & Conference Expenses \$13,850

		FY14	FY15B	FY20B		
5402	Printing-O/S	Printing expenses for promotional pieces	\$3,365	\$1,500	\$1,000	\$1,000

		FY14	FY15B	FY20B		
5404	Design Service-O/S	Outside design services for promo pieces	\$11,157	\$3,000	\$6,000	\$6,000

	Type of Service		FY20B	
5410	Mail Service-O/S		\$ 750	
	Total Mailing Expense		\$ 750	750

	FY17 Placements	Unit Cost	Insertions	FY20B	
	American Libraries	2,000	0	IUT below at 5942	
	Good Reads	5,000	1 \$	5,000	
	Chronicle	2,500	2 \$	5,000	
	Inside Higher Ed	1,500	2 \$	3,000	
	Library Journal (package deal)	9,545	0 \$	-	
	Cognotes (ALA MW)	850	0 \$	-	
	Cognotes (ALA Annual)	850	0 \$	-	
	ALA program (ALA MW)	1,800	0 \$	-	
	ALA program (ALA Annual)	1,800	0 \$	-	
	LJ Academic Newswire	500	0 \$	-	
5411	Advertising/Space		TOTAL \$	13,000	\$13,000

		FY20B		
5412	Advertising/Direct	Direct promo (print & email)	\$1,000	\$1,000

		FY20B		
5413	Mail List Rental	Outside list rental fees	\$3,000	\$3,000

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

LINE #	LINE ITEM DESCRIPTION	Vendor	Item/Service		FY20B	
		Mailchimp	email service	\$	4,000	
		Popup Domination		\$	125	
		Survey Monkey		\$	1,000	
5430	Web Operating Expenses		Totals	\$	5,125	\$5,125

Subtotal - Publication Related Expenses \$29,875

		Salaries	Rate	FY20B	
5031	Staff Development	\$0	0.0%	\$0	\$0

	Item	FY14	FY15B	FY20B	
5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0

	Item	FY20B	
5523	Postage & E-Mail/O/S	\$0	\$0

	Item	FY14	FY15B	FY20B	
			conf. giveaways	\$	1,750
5550	Promotion services				\$1,750
					\$1,750

Subtotal - Operating Expenses \$1,750

	Item	FY14	FY15B	FY20B	
5902	IUT-ITTS	\$0	\$2,500	\$0	\$0

		FY20B	
	American Libraries advertising	\$0.00	
5942	IUT-Advertising	Total	\$0

Subtotal - IUT's \$0

TOTAL PROJECT EXPENSES \$50,125
NET PROJECT REVENUE (\$50,125)

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

LINE # LINE ITEM DESCRIPTION

REVENUES

						11%			FY20B	
						Rate	Placed	Purchased	Price	Net
4109	Sales/Miscellaneous	Amazon		4.50%						
		GOBI Referral C		5.00%	45,000	5,000	\$48		\$12,000	
									\$12,000	12,000

						105%	99%	102%	102%		
						FY16	FY17	FY18	FY19B	FY20B	
4110	Subscriptions				652,009	684,248	678,076	\$689,224		703,008	
										\$703,008	

				94%	110%	15%			
				FY17	FY18	FY19B	FY20B		
4143	Advertising/Online			Digital Ad Sales Revenues (Gross)	\$196,813	\$183,340	\$200,850	\$30,000	
			\$200,000	Digital Sales Commission Rate	0.03	0.03	0.03	0.03	
0.15	ads		\$30,000	Digital Sales Commissions	(\$7,923)	(5,601.00)	(6,025.50)	(900.00)	
0.25	newsletters		\$50,000	Net Ad Revenues	\$188,890	177,739.00	194,824.50	29,100.00	
0.6	eblasts		\$120,000						
1.00									
									\$30,000

						Rate	Total		
4610	Comm/Online Advertising					0.03	(900.00)		(900)

TOTAL PROJECT REVENUES \$744,108

LINE # LINE ITEM DESCRIPTION

EXPENSES

				All Choice	% this Project	FY20B	
5000	Salaries & Wages			1317781	0.000%	\$0	\$0

						FY20B	
5002	Overtime/Wages					\$0	\$0

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

Subtotal - Payroll & Related Expense \$0

						FY20B	
5100	Temp Employee/Outside	Customer Service Temps				\$0	\$0

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

LINE #	LINE ITEM DESCRIPTION	FY16	FY17	FY20B
				\$0
				\$0
				\$0
5110	Professional Services	\$ 41,619	\$ 49,033	\$0

Subtotal - Outside Services \$0

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

5210 Transportation **0**

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

5212 Lodging & Meals **0**

Subtotal - Travel and Related Expenses \$0

	FY20B
Copyediting Allocation	\$2,954
TOTAL	\$2,954

5400 Edit/Proofreading-O/S **\$2,954**

Vendor	Item/Service	Monthly \$	Months	Total
productOps	hosting and maint	3,000	12	\$36,000
Freshdesk	CRM			recorded at 0000
Totals				\$36,000

5430 Web Operating Expenses **\$36,000**

Subtotal - Publication Related Expenses \$38,954

Project salaries	Rate	FY20B
\$0	0.0%	\$0

5031 Staff Development **\$0**

	FY20B
Accrued Prior Year depreciation	\$71,119
FY17 CRO Capital Requests	Item '18 Capital Reque: Est. Life in Years
<hr/>	
Subtotal	\$0
Total CRO depreciation	\$71,119

5530 Depr/Furn & Equipment **71,119**

Subtotal - Operating Expenses \$71,119

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

LINE #	LINE ITEM DESCRIPTION	Amount	Benefit %	Benefit \$	
	Ad Sales Benefit Calculation				
	5000 Project Salaries & Wages	\$0	33.00%	\$0	
	5001 Temp Employees In-House	\$0	15.00%	\$0	
	5002 Overtime Wages	\$0	15.00%	\$0	
5010	Employee Benefits				\$0

Subtotal - Payroll & Related Expense \$0

				FY20B	
	Survey/Whitepapers, write and produce	2	\$5,000	\$10,000	
	C360 page design			\$0	
5110	Professional Services				\$10,000
	Outside and freelance labor				

\$10,000

5122	Bank Service Fees			FY20B	\$0
					\$0

5140	Repairs/Maintenance			FY20B	

Subtotal - Outside Services \$10,000

5210	Transportation		70%	\$0	\$0
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5212	Lodging & Meals			\$0	\$0
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	Event	# Events	Avg. Cost	Total	
5216	Business Meetings			\$0	
	Meetings with advertisers			\$0	\$0

Subtotal - Travel & Related Expenses \$0

5402	Printing-O/S			FY20B	\$0
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5404	Design Service-O/S		design and layout	0	\$0
					\$0

Subtotal - Publication Related Expenses \$0

5031	Staff Development			FY20B	\$0
		\$0	0.00%	\$0	\$0

5500	Supplies/Operating			FY20B	\$0
		2.00	\$0	\$0	\$0

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

LINE #	LINE ITEM DESCRIPTION	Item	FY20B
5522	Telephone & Fax/O/S	Local & long-distance phone/ad sales	0

5523	Postage & E-Mail/O/S	Mailroom postage; overnight delivery services	\$0
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	Item	FY16B Gross Ad \$	Rate (per ALA)	
5543	Bad Debt Expense	Reserve for uncollectable accounts	0.00%	\$0

Subtotal - Operating Expenses **\$0**

		FY14	FY15B	FY20B
5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing		\$0

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

	Line Item	Revenue \$	Rate	O/H Charge	
	4140 Advertising/Gross	52,500	13.25%	6,956	
	4143 Advertising Online	180,000	13.25%	23,850	
	4610 Digital commissions	(5,400)	13.25%	(716)	
	4611 Print commissions	(1,706)	13.25%	(226)	
5911	IUT-General Overhead	Totals		29,865	\$29,865

	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$
5600	Taxes/Income	Advertising/Gross	\$52,500	0.00%	\$0

Subtotal- Overhead and Taxes **\$29,865**

TOTAL PROJECT EXPENSES **\$39,865**
NET PROJECT REVENUE **\$185,529**

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

LINE #	LINE ITEM DESCRIPTION		FY20B
REVENUES			
4104	Sales/Rental-Mail Lists		\$0
4109	Sales/Miscellaneous		\$0
4110	Subscriptions		\$0
4421	Royalties-Exempt		\$0
4490	Misc. Fees/Revenues	Total	\$0

TOTAL PROJECT REVENUES \$0

EXPENSES				FY16
	All Choice	% this Project	FY18B	
5000	Salaries & Wages		\$	
5001	Temp Employees-In-House		\$0	0
5002	Overtime/Wages		\$0	0
5010	Employee Benefits	Staff 33.00% Temps 15.00%	\$25,411 \$0 \$25,411	25,411
5016	Prof Memberships		\$0	0
Subtotal - Payroll & Related Expense			\$102,414	
5100	Temp Employee/Outside		\$0	0

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

LINE #	LINE ITEM DESCRIPTION	Description	FY20B	FY20B
		Freelance editor	\$5,000	
		Esposito	\$11,000	
			\$0	
5110	Professional Services		\$16,000	16,000

LINE #	LINE ITEM DESCRIPTION	Description	FY20B	FY20B
			\$ -	
			\$ -	
5140	Repairs/Maintenance		\$ -	0

Subtotal - Outside Services 16,000

Billing	Conference	Events	Staff	Cost	FY20B	FY20B
		Mark	0	1	\$450	\$0
		Melissa	0	1	\$450	\$0
					\$0	\$0
					\$0	\$0
					\$0	\$0
5210	Transportation			\$900	\$0	0

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

LINE # LINE ITEM DESCRIPTION

FY20B

	Item		FY20B
5523	Postage & E-Mail/O/S	Total	\$0 0

			FY20B
		\$ -	
5530	Depr/Furn & Equipment	Total	\$0 0

5540	Royalty Expense		\$0 0
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			FY20B
5545	Taxes/Property		\$0 0

			FY20B
5560	Organization Support/Contrib.		\$0 0

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

EXPENSES

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

	Rate	TOTAL	FY20B	FY20B
5010 Employee Benefits	33.00%		\$0	\$0

Subtotal - Payroll & Related Services \$0

Item	Vendor	Rate	Frequency	FY20B
Generator maintenance svc. contract	Atlantic/Detroit Diesel	\$650	2	\$1,400
Janitorial services	JanPro	\$543	12	\$6,500
HVAC service contract	Encon	\$800	4	\$3,600
Common area maintenance (CAM)	Lib Sq Owner's Association	\$900	12	\$11,000
Miscellaneous	--	\$50	12	\$1,500
Security system	Protection One	\$250	12	\$3,000
Carpet cleaning	RD Weis	\$500	4	\$1,500
			Total	\$28,500

5140 Repairs/Maintenance

\$28,500

Subtotal - Outside Services \$28,500

		FY14	FY15B	Rate	Frequency	FY20B
5521 Space Rent	Parking	\$ 18,000	\$18,000	\$4,500	4	\$18,000

\$18,000

		FY14	FY15B	FY20B
5522 Telephone & Fax/O/S	Office phone service: See 0000 #5523	\$ 3,385	\$5,280	\$0

\$0

	FY14	FY15B	FY20B
5523 Postage & E-Mail/O/S	\$2,915	\$3,000	\$0

\$0

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

5525 Utilities

\$17,314

5599 Misc. Expense	Adjustment between CHOICE & Plant Fund			\$0
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\$0

Subtotal - Operating Expenses \$ 35,314

		FY20B
5998 IUT-Allocations	2014 Liberty Square expenses from ALA Plant Fund (730-0000)	
	Building	\$ 25,285
	Improvements	\$ 9,687
	Interest	\$ 4,844
		\$ 39,815

5998 IUT-Allocations

\$39,815

Subtotal- Overhead and Taxes \$39,815

TOTAL PROJECT EXPENSES \$103,629

NET PROJECT REVENUE (\$103,629)

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

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

LINE #	LINE ITEM DESCRIPTION	Conference	Events	Staff	Cost	FY20B
5210	Transportation	Conference				
		Feb	1	0	\$450	\$0
		Nov	1	1	\$450	\$450
		July	1	0	\$450	\$0
		April	0	0	\$450	\$0
					\$1,800	\$450
						\$ 225

LINE #	LINE ITEM DESCRIPTION	Conference	Events	Staff	Cost	FY20B
5212	Lodging & Meals	Feb	1	0	\$1,100	\$0
		Nov	1	1	\$1,100	\$1,100
		July	1	0	\$1,100	\$0
		April	0	0	\$1,100	\$0

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

Subtotal - Travel and Related Expenses \$1,000

LINE #	LINE ITEM DESCRIPTION	Item	FY20B
5301	Conference Equipment Rental		\$0
			\$ 1,000
			\$1,000
			\$ 500

LINE #	LINE ITEM DESCRIPTION	Item	FY20B
5302	Meal Functions		\$0
			\$0
			\$0

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

Subtotal - Meetings and Conferences \$ 1,650

5402	Printing-O/S	Printing expenses for promotional pieces	FY20B	\$0	\$0
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5404	Design Service-O/S	Outside design services for promo pieces	FY20B	\$0	\$0
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LINE #	LINE ITEM DESCRIPTION	Type of Service	FY20B
5410	Mail Service-O/S	Fulfillment mailing services (ESP/USPS)	\$ -
		Total Mailing Expense	\$ -
			\$ 0

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

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

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

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

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

		Revenue \$	Rate	Total	
	<i>included in sales</i>	\$49,625	13.25%	\$6,575	
	Commission	\$0	13.25%	\$0	
5911 IUT-General Overhead				\$6,575	

	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	Total	
5600 Taxes/Income		Advertising/Gross	\$25,000	0.00%	\$0	\$0

Subtotal- Overhead and Taxes \$6,575

TOTAL PROJECT EXPENSES \$31,935

NET PROJECT REVENUE \$17,690

FY20B

Capital Spending

Item		Request	FY20	Depreciation	Method	Project
workstations (6)/desktop tech	\$	12,000	\$	2,000	3-yrs, half-year convention	12.404.5530.0000
IT/Network infrastructure	\$	12,000	\$	2,000	3-yrs, half-year convention	12.404.5530.0000

This page included to accommodate double sided printing.

ACRL Budget & Finance Committee

Brainstorm document: Determining the appropriate amount for ACRL to maintain as its net asset balance.
Draft: January 26, 2018 | Georgie Donovan
Subgroup: Georgie Donovan, Rickey Best, Kevin Wade Merriman, Tara Baillargeon

Net Asset Balance: The accumulated revenues minus expenses for ongoing operations. Funds remaining at any given time are the net asset balance. For ACRL, interest earned on the net asset balance returns to ALA (not to ACRL). ALA earns a very modest return on ACRL’s net asset balance. In FY16, the rate of return was 2.64% (ACRL MW17 B&F Doc 11.0). Calculating since 1991, the average rate of return was 4.72% (ACRL MW17 B&F Doc 11.0).

Long Term Investment (LTI): The active management of a pool of securities, which includes equities, fixed income (bonds) and real estate investment trusts for the purpose of growing the corpus, assets, and investment resources so as to support current and future Association needs. ACRL earns income from the funds it places in the ALA LTI. The ALA LTI is sometimes described as the “endowment.” It is one account and the Endowment Trustees make decisions about asset allocation. Income (interest and dividends), capital appreciation (realized/unrealized gains and losses), and bank fees are proportionately allocated to our share of the endowment (ACRL MW17 B&F Doc 11.0). At the close of FY 17 the total ALA LTI was \$43,542,028.

ACRL and CHOICE Net Asset and Long-Term Investment Fund Balances

(2006-2016 columns: ACRL MW17 Joint Board & B&F Doc 2.0; 2016-17 column: August 2017 final close performance reports)

	2006-07*	2007-08	2008-09*	2009-10	2010-11*	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17*
ACRL Closing Net Asset Balance	\$3,384,614	\$3,298,608	\$3,854,778	\$3,661,257	\$4,165,480	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,947
Transfers from Net Asset Balance to LTI	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000
ACRL LTI Principal	\$1,936,362	\$1,791,275	\$1,646,026	\$1,743,644	\$2,011,580	\$2,148,558	\$2,363,276	\$2,806,669	\$2,903,373	\$3,332,978	\$3,924,498
ACRL Award Endowments ***	\$178,690	\$170,558	\$155,158	\$164,911	\$177,297	\$185,009	\$198,287	\$233,587	\$224,150	\$234,904	\$255,527
Sum of LTI Principle & Award Endowments	\$2,115,052	\$1,962,323	\$1,801,184	\$1,908,555	\$2,188,877	\$2,333,567	\$2,561,563	\$3,040,256	\$3,127,523	\$3,567,882	\$4,180,024
Rate of Return**						10.5%**	17.5%**	7.7%**	-2.9%**	5.8%**	

* ACRL Conference Years

** Calendar Year End

*** Atkinson, Oberly, Leab award endowments

Additional Reference Documents

[ALA Statement of Revenues and Expenses by Division, February 2015](#)

History of ACRL Endowment Transfers FY12–FY16 | ACRL MW17 Joint Board & B&F Doc 3.0

ALA Endowment Policy 8.5.1 (Spending/Payout/Distribution/Withdrawal) | ACRL MW17 Joint Board B&F Doc 4.0

[How Much in Reserve Funds Should Your Nonprofit Have?](#)

Michael Daily, Executive Director of the Executive Service Corp

Article suggests 6 months operating expenses is a good reserve | and no less than 3 months operating expenses.

[Operating Reserves: What are appropriate levels and what is typical in the nonprofit sector?](#)

National Center for Charitable Statistics, Center on Nonprofits & Philanthropy at the Urban Institute, + United Way Toolkit to determine how many risk factors your organization has; suggests a 3 – 6 month reserve based on risk.

Statement of Revenues & Expenses FY2017 12 Month Financials

from pg. 13 | [Division Statement of Revenues and Expenses](#) | [ALA Results of Operations FY2017](#) | [Twelve Month Financials](#) | [EBD #4.2](#) / [BARC #4.0](#) available at <http://www.ala.org/aboutala/ebd-inventory-2017-2018>

FY17	YTD Actual	YTD Budgeted	Prior Year Actual	Beginning Net Assets	Transfers	End Net Assets
AASL	-\$703,939	-\$454,637	\$58,956	\$757,638	-	\$53,699
ACRL	\$548,562	-\$295,404	-\$360,851	\$4,389,385	\$250K	\$4,687,947
ALCTS	\$83,842	-\$43,606	-\$2,850	\$219,866	-	\$303,708
ALSC	\$285,121	-\$22,012	\$316,953	\$2,461,926	\$162K	\$2,585,047
ASCLA	-\$5,828	-\$9,548	\$22,087	\$136,447	-	\$130,619
CHOICE	-\$166,361	-\$255,899	-\$236,392	\$2,648,059	-	\$2,481,698
LITA	-\$8,180	-\$9,446	\$17,451	\$407,081	-	\$398,901
LLAMA	\$9,877	-\$46,320	-\$4,486	\$195,479	-	\$205,356
PLA	-\$403,705	-\$814,693	\$1,042,922	\$3,464,585	-	\$3,060,880
RUSA	-\$92,579	-\$86,308	-\$82,523	\$382,110	-	\$289,531
UFL	-\$16,741	\$2,985	-\$18,084	-\$193,175	-	-\$209,916
YALSA	-\$117,974	\$47,779	-\$36,474	\$233,835	-	\$115,861
TOTAL	-\$594,267	-\$1,987,109	\$716,707	\$15,103,236	\$412K	\$14,096,969

Relevant Discussion Issues

selected from the Greater Washington Society of CPAs Educational Foundation | Nonprofit Accounting Basics
<http://www.nonprofitaccountingbasics.org/reporting-operations/statement-financial-position>

- Is our cash balance increasing or decreasing?
- What are current vs. long-term membership dues trends?
- Are we preparing for future programming?
- Have we invested enough (or too much) in the strategic plan? In staffing?
- Do we need to upgrade our equipment or technology?

PROPOSALS

Primary recommendation:

Reduce the amount of the net asset balance for ACRL by spending down to a reasonable amount, ideally between 3-6 months of operating reserve (3 months = more risk tolerant; 6 months = more conservative). Base the operating reserve on either revenues or expenditures from conference years (which have larger budgets).

Secondary recommendations:

- (a) Develop a separate group for determining how to spend these funds and over what period of time.
- (b) Develop a strategy to spend the income from the Long Term Investment endowment every year.

Notes:

- Total revenues and expenditures (next page) are taken from pg. 89 of the [ACRL MW17 B&F Packet21 : Memo re: 4th Quarter Budget Report, FY2017](#)
- The most recent ACRL Conference (2017) had revenues of ~\$2,815,300; other revenues come from publications (~\$1,122,000 without CHOICE), dues (~\$638,000), other educational offerings (~\$650,000), etc. based on FY17 final close.

Proposal #1 (low risk):

Maintain a balance of **six months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17 final close (\$5,368,999) +			
FY 15 (\$5,282,284) total revenues	=	\$5,325,641	
	÷	2	(to get six months / one half of year)
<hr/>			
Net asset balance should be		\$2,662,820	

Proposal 2 (mid risk):

Maintain a balance of **six months** operating reserve based on **total expenditures** from two conference years (average of 2)

Average of FY17 (\$4,820,438) +			
FY 15 (\$4,604,875) total expenditures	=	\$4,712,656	
	÷	2	(to get six months / one half of year)
<hr/>			
Net asset balance should be		\$2,356,328	

Proposal 3 (high risk):

Maintain a balance of **four months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17 (\$5,368,999) +			
FY 15 (\$5,282,284) total revenues	=	\$5,325,641	
	÷	3	(to get four months / one third of year)
<hr/>			
Net asset balance should be		\$1,775,213	

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FY20 Personal Member Dues Increase Projection

Category	Current Rate	Projected FY19 HEPI ¹ Increase	\$ Amount**	Proposed FY20 Rate	Members*	Projected Revenue	Additional FY 20 Revenue	Cumulative Revenue from FY12 – FY18 Dues Increases
Personal	\$66	2.6%	\$2.00 ²	\$68	7,115	\$483,820	\$14,230	\$218,380
Retired	\$43	2.6%	\$1.00	\$44	331	\$14,238	\$331	\$13,695
Students	\$5	2.6%	\$0.00	\$5	1,053	\$5,265	\$0	\$5,800

Total	\$503,323	\$14,561	\$237,875
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*Based on December 2018 membership report. Calculations exclude the 210 personal members who pay no dues. Complimentary memberships are given to Spectrum Scholars, pre-1976 continuing members (retired with 25 years of continuous ALA membership), and pre-1976 life members.

**Increase rounded to the nearest dollar.

¹ HEPI stands for Higher Education Price Index. The Higher Education Price Index (HEPI) is an inflation index designed specifically to track the main cost drivers in higher education. Additional information is available at <http://www.commonfund.org/CommonfundInstitute/HEPI/Pages/default.aspx>. Data from the annual Commonfund Higher Education Price Index (HEPI) for 2018 was released on December 10, 2018. It shows that inflation for U.S. colleges and universities rose 2.8 percent in fiscal year 2018, a decline from last fiscal year's 3.31 percent rate but higher than the average of 2.4 percent for the preceding five fiscal years.

² ACRL Bylaws Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. Preliminary HEPI forecasts are no longer issued, so the average of the past three years is used to calculate the forecast on the advice of Bob Jarvis, Director of Research, Commonfund. 2.6% of ACRL's current personal dues rate of \$66 is \$1.72. Similarly, 2.6% of ACRL's current retired member dues rate of \$43 is \$1.12. Rounded to the nearest dollar the largest increase possible (at this time) for regular member categories in FY20 is \$2.00 and \$1.00 for retired members. Student dues are fixed at \$5 through FY21.

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Financial Glossary

Accounts Payable – total unpaid invoices received from vendors for products and services received.

Accounts Receivable – total unpaid invoices issued to customers and members for products and services provided.

Accrual Accounting – A system of accounting, generally acknowledged as appropriate for businesses and non-profit organizations, which recognizes revenues and associated expenses in the accounting period in which the revenues were earned. An example of interest to ACRL is that revenues for conferences and other similar events are recognized in the accounting period in which they take place, even though registrations and exhibits may have been paid in a previous period.

ALA Mandated Reserve – ALA mandates that the divisions maintain a certain level of reserve funds. The current requirement is one quarter of the average of the last four years of expenses.

Allocation Budgeting – A system of budgeting familiar to most academic librarians, where a parent institution allocates a certain amount for the use of a unit, such as the library, and the budget officer in the unit is responsible for keeping expenses within the allocation.

Asset – ALA assets are divided into three headings on the balance sheet. Current Assets are cash, accounts receivable, inventory, prepaid expenses and like items. All the assets listed under current assets are generally expected to be converted into cash within one year. Property and equipment, net of accumulated depreciation. The value ALA has recorded for all equipment and buildings. Other noncurrent. The cash and other investments of the endowment fund or other restricted cash such as AACR2 fund.

Audit – an independent process of reviewing, verifying and examining financial records for the purpose of expressing an opinion on the financial statements.

Balance Sheet – a financial statement reporting all of ALA's assets, liabilities and fund balance as of a specific date, with a comparison to the prior year. This report is available only for ALA as a whole and not for its divisions.

Balanced Budget – net revenues plus the fund balance that is in excess of the mandated operating reserve is greater than expenses for a given year.

Board-Designated Endowment Funds – ALA resources set aside for Board designated purposes.

Capital Expenditure – a purchase of equipment or property exceeding a certain dollar amount—at ALA, \$1,000. Depreciation is expended by ACRL after the purchase is paid for from ALA funds.

Capital Gain – Refers to any profit realized upon the sale of an asset such as a security, mutual fund, portfolio, etc.

Cash Accounting – A system of accounting, generally used by most people for their personal finances, which recognizes revenues at the time they are received and expenses at the time they are paid.

Contribution – An unconditional transfer of cash or other assets to an entity or a settlement or cancellation of its liabilities in a voluntary nonreciprocal transfer by another entity acting other than as an owner.

Deferred Revenues – Cash received for items such as membership dues, periodical subscriptions and/or registration fees, a portion of which has been paid for the providing of all or part of those goods or services after the current financial reporting period. Some of these revenues have not yet been earned; therefore they are deferred to another period when services or goods are provided. Conference revenues are an example.

Depreciation – a non-cash expense item related to the wearing out of equipment and property (purchased as a capital expenditure) over its assigned useful life. At ALA, this life varies from 3–20 years depending on what the item is. For example, a computer, with an estimated life of 3 years, purchased for \$5,000, will be partly expended (depreciated) in each of four years (16.6%, 33.3%, 33.3%, 16.7%). This practice reduces the expenses during the fiscal year in which the equipment was purchased while increasing the assets. At ALA, assets belong to ALA; the unit using the equipment pays depreciation.

Direct Charge – expenses that can be specifically related to an activity and/or unit.

Division Fund – ALA's category of funds devoted to maintaining the financial activities of ALA divisions.

Expense – the term for a financial transaction resulting in a decrease in assets (e.g., cash) or an increase in liabilities

(e.g., accrued expense) with a corresponding decrease in the Association's net worth. An expense results from the purchase of goods or services. The outlay of cash is not necessary when the expense is reported. See "Accrued Expense."

Exempt Staff – Staff, usually supervisory, who are not paid for overtime work. Defined by U.S. Law.

Fund Accounting – a method of accounting used in the non-profit sector that ensures the observance of limitations and restrictions placed on use of the financial resources. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purpose.

Fund Balance – the net worth of the Association; also broken out to show each fund's (or division's, activity's, etc.) share of the net worth of ALA. The fund balance represents the difference between the assets and liabilities. It should be understood that the fund balances shown on our financial reports are not only cash. Rather they are made up of cash plus other assets minus liabilities plus the excess (or deficiency) of revenue over expense.

General Fund – ALA's category of funds devoted to general operations of the Association excluding division, round table, special activity, and plant and endowment activities.

Indirect Cost – See Overhead

Inventory – There are two types of inventories: a) physical—this is the actual amount of goods (Publications, posters, etc.) on hand, and b) the inventory as maintained on continuous records that show the balance on hand and how it has been affected by the receipt and issue of the inventoried items. These records are periodically adjusted to agree with the physical count. Inventories are translated into dollar amounts that appear as assets on the balance sheet. As the inventoried items are used up, the inventory account is reduced and costs are recorded for the period.

Journal – Chronological record of business transactions showing the changes to be recorded as a result of each transaction.

Journal Entry – Entering of a transaction in a journal based on information from some source document, i.e., receipt, check, or invoice.

Ledger – Complete collection of all balance sheet (assets, liabilities, and owner's equity) earnings (revenues and expenses), and statement accounts.

Liability – an unpaid financial obligation; also deferred revenues.

Long Term Investment (LTI) –

(1) Assets (investments) held for an extended period of time-usually 5 years and longer - in order to meet the needs of an established or anticipated long developing goal.

(2) The active management of a pool of securities, which includes equities, fixed income (bonds) and real estate investment trusts (REITs) for the purpose of growing the corpus, assets, and investment resources so as to support current and future Association needs. ACRL earns income from the funds it places in the ALA LTI.

The ALA LTI is sometimes described as the endowment. It is one account and the Endowment Trustees make decisions about asset allocation. Income (interest and dividends), capital appreciation (realized/unrealized gains and losses), and bank fees are proportionately allocated to our share of the endowment. At the close of FY 17 the total ALA LTI was \$ 45,900,664.

Net Asset Balance – The accumulated revenues minus expenses for ongoing operations. Funds remaining at any given time are the net asset balance. ALA earns a very modest return on ACRL's net asset balance. In FY16, the rate of return was 2.64%. Calculating since 1991, the average rate of return was 4.72%.

Non-exempt Staff – Staff, usually support staff, who are paid for overtime work. Defined by US Law.

Not-for-Profit Organization – An entity that possesses the following characteristics that distinguish it from a business enterprise: **(A)** contributions of significant amounts of resources from resource providers who do not expect commensurate or proportionate pecuniary return **(B)** operating purposes other than to provide goods or services at a profit, and **(C)** absence of ownership interests like those of business enterprises. Not-for-profit organizations have those characteristics in varying degrees.

Operating Fund – ALA’s term to denote all funds other than plant funds and endowment funds. These include the general fund, division funds, and special funds.

Overhead – an accounting term used to denote expenses that cannot, by their nature, be specifically related to a programmatic activity. Also called indirect expense or costs.

Permanent Restriction – A donor-imposed restriction that stipulates that resources be maintained permanently but permits the organization to use up or expend part or all of the income (or other economic benefits) derived from the donated assets.

Permanently Restricted Net Assets – The part of the net assets of a not-for-profit organization resulting **(A)** from contributions and other inflows of assets whose use by the organization is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of the organization, **(B)** from other asset enhancements and diminishment subject to the same kinds of stipulations, and **(C)** from reclassifications from (or to) other classes of net assets as a consequence of donor-imposed stipulations.

Plant Fund – includes the ALA building, furniture, equipment, rental space, and other similar related income and expense.

Prepaid Expense – cash disbursed in payment of goods or services not yet received. Also called deferred expense.

Principal – A base amount of funds used to invest for the purpose of generating income in the form of interest, dividends, value, etc.

Project – A sub-unit of a larger unit set up to record revenue and/or expense activities, e.g., ACRL’s ACRL Conference is project 3801 within ACRL’s overall budget.

Realized Gain/Loss – Refers to the gain/loss in the value of a security, fund, portfolio, etc., after the sale/liquidation of all or a portion of the same.

Restricted Support – Donor-restricted revenues or gains from contributions that increase either temporarily restricted net assets or permanently restricted net assets.

Revenue – income produced from the sale of goods, rendering of services, or other earning activities of an organization (dues, sales of services, ticket sales, fees, interest, dividends, rent, etc.) The resultant cash need not be received when the revenue is reported. (See “Deferred Revenues.”)

Revenue-driven Budgeting – A system of budgeting where the amount of revenue drives the amount that can be expended. If there is a budgetary imbalance, the budget officer can seek to increase revenues or to decrease expenses. Budget monitoring is used to anticipate the need for adjustments in revenues or expenses.

Special Funds – ALA category of funds that includes round tables, awards, grants and other special activities and projects.

Spending/Operating Account – An account set up to capture and settle the operating expenses generated by individual Scholarships, Awards and Divisions within the Endowment Fund.

Time-weighted Rate of Return – The time-weighted rate of return is a measure of the compound rate of growth in a portfolio. Because this method eliminates the distorting effects created by inflows of new money, it is used to compare the returns of investment managers.

Temporarily Restricted Net Assets – The part of the net assets of a not-for-profit organization resulting **(A)** from contributions and other inflows of assets whose use by the organization is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by action of the organization pursuant to those stipulations, **(B)** from other asset enhancements and diminishment subject to the same kinds of stipulations, and **(C)** from reclassification to (or from) other classes of net assets as a consequence of donor-imposed stipulations, their expiration by passage of time, or their fulfillment and removal by actions of the organization pursuant to those stipulations.

Temporary Restriction – A donor-imposed restriction that permits the donee organization to use up or expend the donated assets as specified and is satisfied either by the passage of time or by actions of the organization.

Total Return – Refers to the combination of all interest, dividends, capital gains and losses of a fund over the fund’s beginning price or value.

ACRL MW19 B&F Doc 11.0

Transfer – the movement of expenses from one fund to another, usually as a result of an activity or service performed by one unit for the other.

Unrealized Gain/Loss – Refers to the gain/loss in the value of a security, fund, portfolio, etc., prior to the sale/liquidation of all or a portion of the same.

Unrestricted Net Assets – The part of net assets of a not-for-profit organization that is neither permanently restricted nor temporarily restricted by donor-imposed stipulations.

Unrestricted Support – Revenues or gains from contributions that are not restricted by donors. Also refer to **Restricted Support**.

Yield – Refers to the interest generated for a given period of time of a fund over the current price or value of a fund.

11 Jan 19 Information Technology & Telecommunication Services (ITTS) Midwinter 2019 Update

Information Technology Assessment

ALA contracted with DelCor Technology Solutions (DelCor) to conduct an Information Technology Assessment in August 2018. The results of the information technology assessment will be reported by DelCor during the ALA 2019 Midwinter conference in Seattle in January 2019. ALA provided DelCor with the necessary information to perform the assessment.

eStore/eLearning eCommerce

The goal of the eStore/eLearning project is to add all ALA eLearning offerings to the store so that it is easy for members and other potential registrants to find and purchase/register for any ALA eLearning event in one place. We are adding more service integrations and adding this activity into iMIS.

Accomplishments for 2018 include:

- Successfully pushed out 5 major releases to the ALA Store, with new features and back-end eLearning-related functionality
- Improved search and overhauled cross-selling functionality (recommended items)
- Enhanced marketing capabilities (added blogs, improved product images, introduced custom pages for product groups)
- Added workflow for publishing content to facilitate more users working on the Store
- Integrated Zoom, Adobe Connect and Moodle options into the eLearning product type
- Created a new eLearning homepage and calendar view for events

Currently, we are working on a major release to:

- Finalize iMIS integration for event creation and transaction recording
- Improve order process
- Complete GoToWebinar integration

Our plan going forward is to:

- Complete functional testing and perform User Acceptance Testing on the final major releases
- Test and schedule migration of eLearning products to define responsibilities and workflows
- Finalize customer service plan for once items are in the store

<https://itts.ala.org/news/2019/01/11/information-technology-telecommunication-services-itts-midwinter-2019-update/>

- Provide documentation and training

Promet currently estimates a feature complete date of the end of February.

Membership Dues and Donations eCommerce

The goal for the Membership Dues and Donations project is to improve the membership and customer experience for processing dues and donations. This system has been live for just over two years but has had several issues. We are trying to get back to a regular cadence of new releases to fix a number of outstanding issues.

Accomplishments for 2018 include:

- Successfully pushed out a security release
- iMIS web service provider rolled out a major release that caused the vendor to have to refactor their code, causing a major delay in rolling out new releases
- Vendor refactored business logic for complex pricing rules

Currently, we are working on rolling out a major release to:

- Install the new iMIS web services in our production environment in January 2019

Our plan going forward is to:

- Test new releases to fix known issues and security updates
- Install these new releases in our production environment
- Work on new features to improve the member and customer experience as required

ALA Connect

The goal of the ALA Connect project is provide the ability to do committee work, community work, networking, member engagement, non-member engagement, and marketing of products and services to our members and non-members.

Accomplishments for 2018 include:

- Migration of 2,500+ committees/communities from the old ALA Connect
- Launch of the system with basic functionality in May 2018
- Working with Higher Logic on solving issues related to our 33 microsites and nested infrastructure
- Working with Higher Logic on solving permission related issues

Currently, we are working with Higher Logic:

- To solve issues related to our 33 microsites and nested infrastructure

<https://itts.ala.org/news/2019/01/11/information-technology-telecommunication-services-itts-midwinter-2019-update/>

- To solve permission related issues

Our plan going forward is to:

- Work with staff starting in January 2019 to standardize the functionality (menus, design, use, etc.) across the microsites within ALA Connect.
- Implement Mentor Match Module
- Implement Work Space for collaboration on documents with versioning and Balloting Module
- Implement Volunteer Manager Module

SalesForce Project

The goals of the Salesforce project are to provide a tool that will increase the capabilities for Advocacy and Development.

Detailed Goals:

Public Policy and Advocacy unit (Advocacy) –

- Track cultivation of new and existing advocates across the organization
- Look up ALA members and advocates by zip code / Congressional District
- Annotate records with “soft touch” data, including points of contact and areas of interest
- Track interactions and information about (current and past) members of Congress and elected officials
- Track interactions and points of contact between Advocacy/Public Policy staff and members of Congress, elected officials, and Federal agencies
- Surface relationships between advocates and (current and past) members of Congress and elected officials
- Track and report on advocate actions based on zip code / Congressional District

Development office (Fundraising) –

- Track cultivation of new and existing donors across the organization
- Annotate records and track “soft touch” data, including points of contact, areas of interest, and likeliness of donations
- Better reporting capabilities than currently available
- Use data to generate leads from the prospect pool and from the advocate population

ITTS –

- Implement a well-integrated system that is scalable to other departments at ALA if applicable
- Create new business intelligence information
- Explore Salesforces data analytics module “Einstein” capabilities for future uses

Accomplishments for 2018 include:

- Select third party Salesforce Partner in October
- Identify data integration product to bridge Salesforce and iMIS (Membership DB) in November
- Contract negotiated and signed with Salesforce Partner (Traction on Demand) in December
- Contract signed with data integration company (Dell Boomi) in December
- Contract for twenty-three user licenses of Salesforce signed in December

Our plan going forward is to:

- Traction is now developing timelines and resourcing
- Kick-off meeting and timelines expected in February
- Implement Salesforce in 2019

iMIS Membership System Upgrade

The goal of the iMIS membership system upgrade is to move to the current web-based version which tracks our member and customer information. The upgrade includes data dashboards showing trend data that can be used to improve member engagement.

Accomplishments for 2018 include:

- Setting up a complete test environment
- Test Migration of 700,000+ member and customer information

Currently, we are working on:

- An upgrade to the most recent version of our Shibboleth Single Sign-on Technology Component.

Our plan going forward is to:

- Complete the Shibboleth Upgrade
- Complete User Acceptance Testing of iMIS
- Perform the upgrade in February/March 2018

Infrastructure Upgrades

The current project is part of the lifecycle of ALA's internal storage systems.

- ALA is replacing storage devices that have reached the end of their useful life, and that have insufficient capacity to meet current and projected needs.

- The new storage devices need more high-speed ports than are available on the current switches, so the next step to activate the new storage is to add two new switches and reconfigure the switch stacks.

Windows 10 Laptop Rollout

The goal of this project is to replace all desktops with laptops running the Windows 10 operating system.

- Approximately 1/3 of ALA desktops have been replaced
- Another 1/3 will be rolled out in January and February 2019
- The final 1/3 will be rolled out in the next Fiscal Year

ITTS Staffing Changes

- Our new IT Project Manager, Shakir Akbari, starts on January 14, 2019
- Pam Akins, our Technical Services Specialist is leaving ALA to move to California on February 22, 2019
- Patrick Harrington has been hired as a temporary full-time employee to take over Pam Akins responsibilities for training and support

Sherri Vanyek
Director, Information Technology & Telecommunication Services
American Library Association

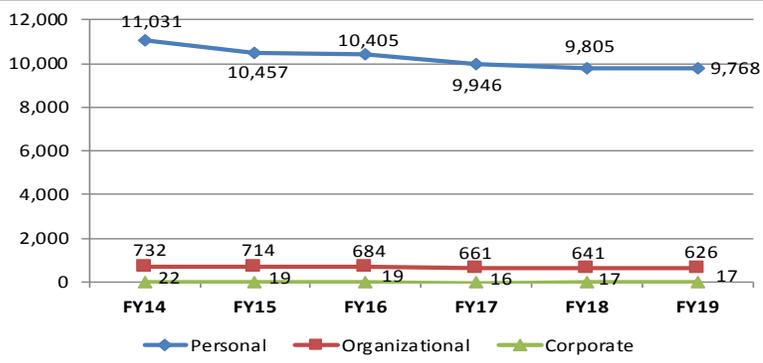
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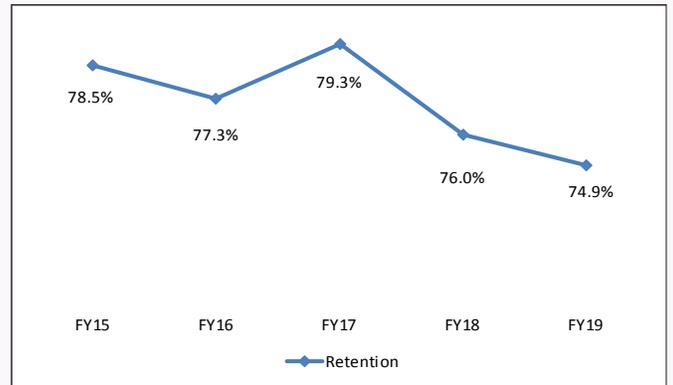
ACRL Dashboard Metrics

Membership

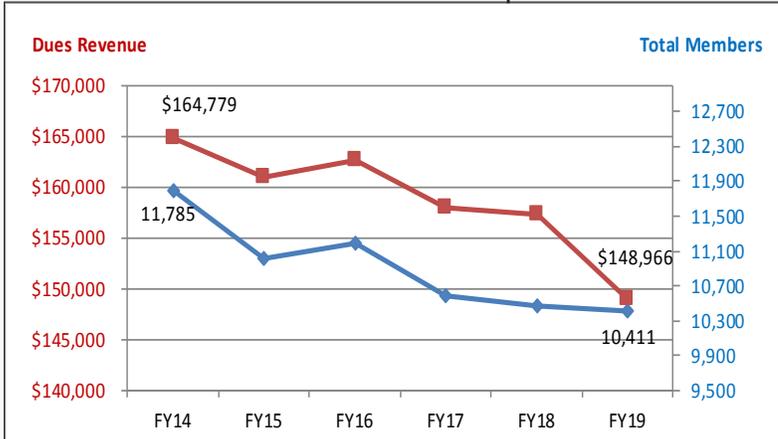
1. ACRL Membership Composition FY14–FY19 YTD



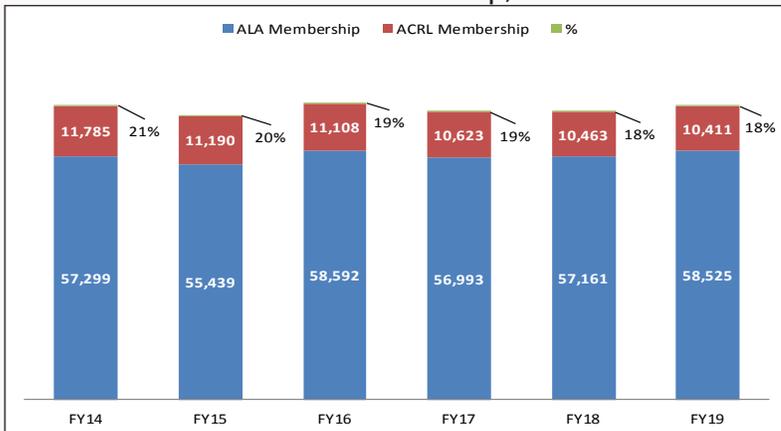
2. YTD Membership Retention Rates FY15–FY19 YTD



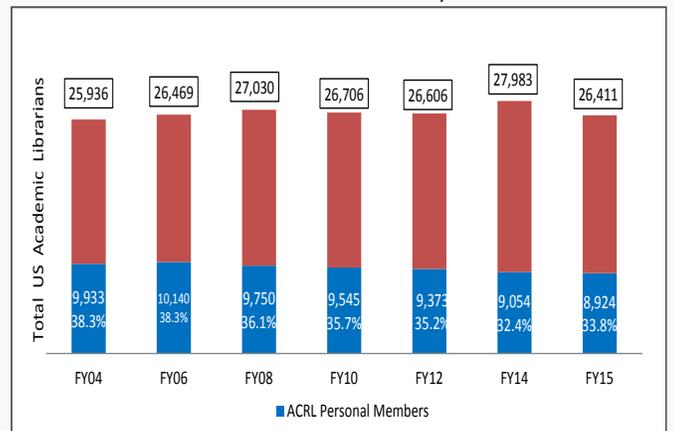
3. ACRL Dues Revenue & Membership FY14–FY19 YTD



4. ALA vs ACRL Membership, FY14–FY19 YTD



5. ACRL Market Penetration, FY04–FY15



Charts 1-4: FY18 based on November 2018 data. Chart 5: based on 2015 IPEDS data.

Friends of ACRL

6. Friends of ACRL Donors & Donations

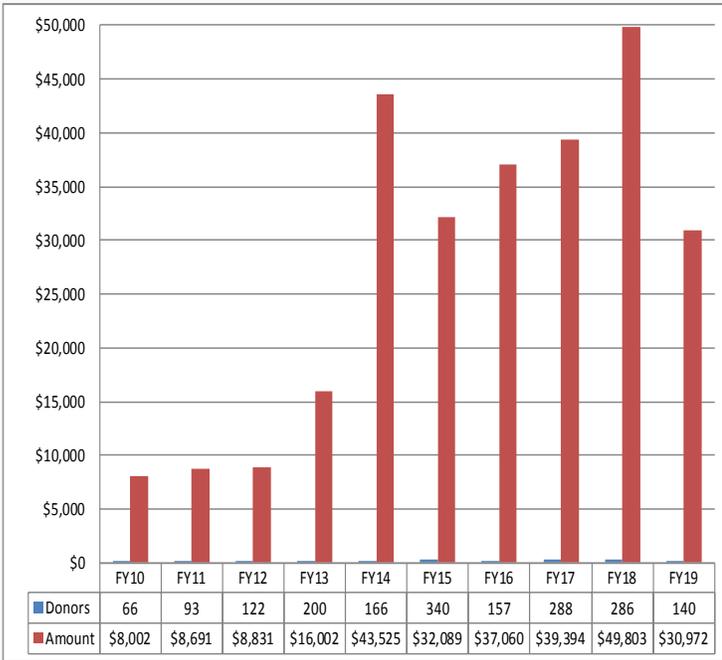
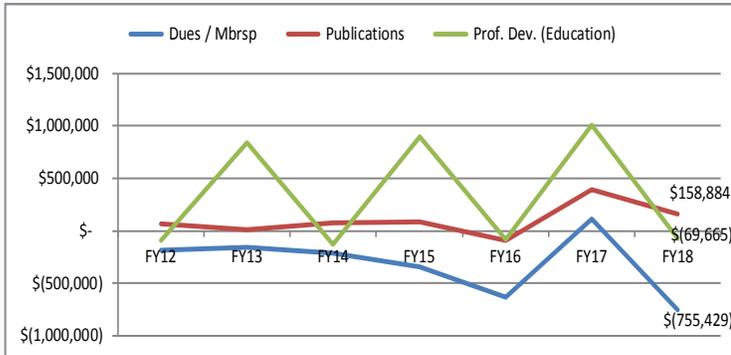


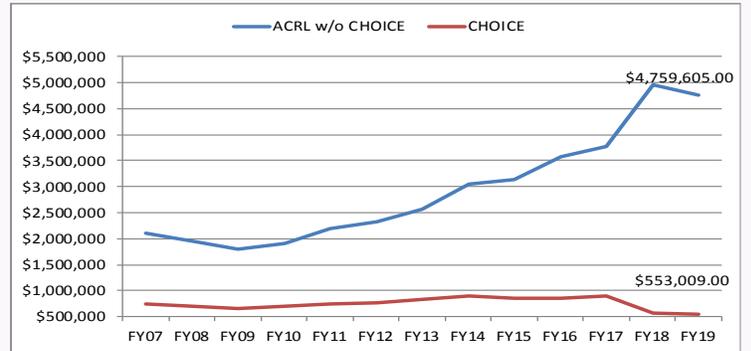
Chart 6: FY19 based on November 2018 data.

Budget

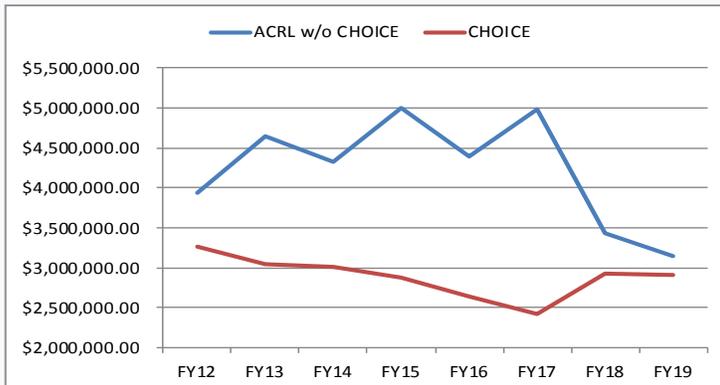
7. Net of Business Lines



8. LTIs ACRL (inc. award endowments) & CHOICE



9. ACRL & CHOICE Net Asset Balance



10. ACRL & CHOICE Net Revenues

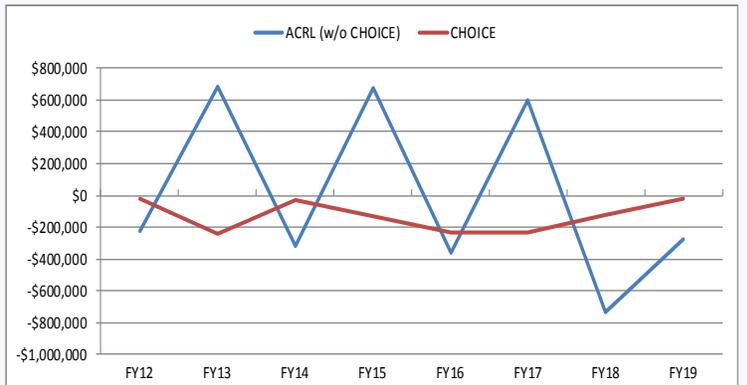


Chart 7 based on FY18 August 2018 (3rd close). Charts 8-10 based on November 2018. Chart 8: FY18 includes \$350K Choice to ACRL transfer.

Amount of Reserves		
Association	Response	ACRL reserve levels if using other association's policies
ASAE	6-12 months as a rule of thumb	6 months = \$4,137,542 12 months = \$1,034,386
ACCED-I	9 months of operating budget	\$3,103,157
ACUHO-I	6 months of current annual budget	\$2,068,771
ACUI	50% of annual expenses	\$2,068,771
AFSA	50% of the operating budget	\$2,068,771
AIR	6 months of annual budget	\$2,068,771
APPA	6 months - own their HQ	\$2,068,771
CSHEMA	6 months of annual budget	\$2,068,771
CUPA-HR	12 months - own their HQ	\$4,137,542
EDUCause	6 to 12 months of annual budget	6 months = \$4,137,542 12 months = \$1,034,386
IACLEA	9 months of annual budget	\$3,103,157
NACADA	1.5 times the annual budget	\$6,206,313
NACAS	\$250K Current operations reserve, \$50K capital reserves, \$150K future operations reserve	\$450,000
NACE	12 months of the annual budget	\$4,137,542
NACUBO	3 months (liquid), plus \$1.5 million for one-time special initiatives	\$2,534,386
NACUFS	No fixed amount; however have 12 months of annual operations	\$4,137,542
NASFAA	6 months	\$2,068,771
NIRSA	75% of annual budget (down from 100%)	\$3,103,157
NODA	50% of current annual budget	\$2,068,771
SCUP	15% of the annual operating budget	\$155,158
UPCEA	6 months of the annual budget	\$2,068,771
URIMA	Fixed annual conference expenses, plus 75% of budget general & admin expenses	\$3,103,157 + approximately \$1 million for ACRL Conference spent annually.

Note: ACRL Reserve \$ based on \$4,137,542, which is the average of the past 4 years of expenses (FY15 - FY18). Average of last 4 years used due to the peak for the biennial ACRL Conference in odd years.

This page included to accommodate double sided printing.