

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

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

[Zoom Login](#)

Agenda

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

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

ACRL Budget & Finance Committee Document Inventory

Annual Conference 2022

Black = included in packet

Red = pending

Doc #	Document
Doc 1.0	ACRL B&F Committee Minutes: LLX22
Doc 2.0	ACRL FY23 Preliminary Budget Memo
Doc 2.1	ACRL FY23 Preliminary Budget
Doc 3.0	Choice FY23 Preliminary Budget Memo
Doc 3.1	Choice FY23 Preliminary Budget
Doc 4.0	FY23 Budget Assumptions for ACRL & Choice
Doc 5.0	ACRL Five-year Budget Plan
Doc 6.0	ALA Executive Board Liaison Update
Doc 7.0	FY22 Memo (actuals through January 2022)
Doc 7.1	FY22 Report (actuals through January 2022)

FYI Documents

FYI #	Document
FYI-1	ACRL Plan for Excellence
FYI-2	ALA Executive Board Agenda

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

Proceedings

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

Guests: José Aguiñaga, Maggie Farrell, Beth McNeil

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

I. 1.0 Welcome and Minutes (Carolyn Henderson Allen)

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

II. 2.0 Individual Membership Dues (Petrowski) #A, #A.1 The Board and Committee discussed individual dues rates for FY23. Membership due changes are made in consideration of changes to the HEPI Index. HEPI released its annual report in December and increased to 2.7% in 2021. Petrowski recommended to increase current membership rate from \$69 to \$71. For retired members, increase dues to \$1, making it \$46. We have a student category, and this is the third and last year of a reduced student rate of \$5. It is anticipated that there will be a larger increase for next year, as inflation is increasing.

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

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

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

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

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

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

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

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

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

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

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

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

Break

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

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

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

5.0 Next steps/New Business (Allen)

No new business

6.0 Meeting Adjourned

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

Proceedings

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

Guest: Julie Ann Garrison, President

Not Present: Jacquelyn Bryant, ACRL Division Councilor; Budget and Finance Members: Binh P. Le, Scott Mandernack, Kris Reed

Staff: Mark Cummings, CHOICE Editor and Publisher; Allison Payne, ACRL Program Manager for Strategic Initiatives; Mary Jane Petrowski, ACRL Associate Director; Elois Sharpe, ACRL Program Coordinator; Erin Nevius, Content Strategist; Kara Malenfant, Senior Strategist for Special Initiatives; Margot Conahan, Manager of Professional Development; David Free, Editor-In-Chief of C&RL News/Senior Communications Strategist; Rachel Hendrick, to serve as CHOICE Interim Editor and Publisher

1.0 Welcome and Introductions (Allen)

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

2.0 Assign/Review Recorders (Allen)

Recorder: Nathan Hall, Erka Dowell

3.0 Adoption of Agenda (Allen)

Kristen Totleben made motion to approve as presented.

Valerie Minson seconded the motion.

The motion passed unanimously.

4.0 Approval of minutes from September 2021

Erika Dowell made motion to approve minutes

Nathan Hall seconded the motion

The motion passed unanimously

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

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

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

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

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

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

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

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

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

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

Net revenue for FY21 \$1.1 million.

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

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

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

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

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

The workplan was accepted as written.

7.0 ACRL Finances (Malone)

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

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

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

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

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

Q: Are we doing a hybrid meeting?

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

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

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

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

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

8.0 Choice Finances (Cummings)

Cummings shared slides to illustrate his remarks.

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

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

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

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

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

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

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

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

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

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

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

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

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

9.0 New Business (Allen)

No new business was brought forward.

10.0 Adjourn (Allen)

The meeting adjourned at 11: 56 PM CST.



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

From: Jay Malone, Executive Director

Date: May 20, 2022

Re: Overview of FY23 Budget

Executive Summary

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

Odd years reflect conference years.

ACRL FY23 Budget Overview

The FY23 budget (Doc 9.1) was developed by staff based on the FY23 budget assumptions (Doc 11.0) that were reviewed and approved by the ACRL Budget & Finance Committee and ACRL Board of Directors in Fall 2021. The Board and Budget & Finance Committee typically review the preliminary budget in January and take action at ALA's Annual Meeting. The Board and B&F will review at Annual and have the option to postpone taking action until late summer. Please note that after Budget and Finance and the Board had reviewed the preliminary budget, and after all ALA had units submitted their budgets, ALA requested that units deduct discretionary expenses so that the ALA budget showed a slight surplus. ALA directed ACRL to deduct \$219,438. Some of these deductions are mentioned below.

ACRL's finances are treated as a two-year cycle: even-numbered fiscal years are expected to have some deficit (some of which covers the planning expenses for the next ACRL Conference), whereas odd-numbered fiscal years would typically, but not always, show net revenues that cover all planning expenses from the previous year, as well as excess revenues to support member programs and services. It is important to note that excess revenues grew to such an extent (these operating reserves have grown to almost \$4.7M in FY2018), that the

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

Net Asset Balance

As mentioned above, to better situate a discussion of preliminary FY23 revenues and expenses, let's consider the FY23 ending net asset balance (NAB), which is also called the Operating Reserve. These funds represent budget surpluses that have accumulated over the years. These surpluses arose from successful biennial conferences, from frugality brought on by the Great Recession of 2008, and from other savings measures. In the preliminary budget the opening net asset balance is \$1,844,017, which is \$957,701 above the mandated operating reserve¹. The projected NAB is considerably less than FY18's \$4,687,946, which reflects the board's decision to spend down the NAB to fund programs and initiatives (see below). The Board and Budget and Finance Committee have practiced careful financial stewardship by reviewing the budget annually and by having more fulsome discussions during the spend-down years.

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

Investment Budget History

After reviewing the FY15 net asset balance the Budget & Finance Committee, Board, and staff agreed that more of this money needed to be put to work investing in programs and services that meet member needs, as well as setting some aside in ACRL's Long Term Investment (LTI - endowed funds held by ALA) to increase that particular revenue stream. Over the last few years, ACRL put that money to work investing in programs, such as a research agenda on the value of academic libraries, services/education (including developing a database/sandbox) around use of the new Framework for Information Literacy for Higher Education; development of a research agenda for scholarly communications; investment in Project Outcome for Academic Libraries and in Benchmark, two programs shared with the Public Library Association; developing curriculum for RoadShows; investments in scholarships to ACRL professional development events (in addition to those donated by individuals); investments in ACRL's LTI; and a transfer to CHOICE to support the development of new products. To spend down ACRL's net asset balance, the Board has approved the Budget and Finance Committee's recommendation for a deficit budget since FY18.

¹ 1998 ALA policy requires an average of one-quarter of the last four year's expenses and while it is not clear if this policy is still in force, ACRL adopted its own policy to the same effect. Source: ACRL Board, July 1986, January 1991, revised June 1997. One quarter of the average for expenses FY18-FY21 is \$886,316.

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

- **Membership**

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

- **Publications:**

- Publications are budgeted as increasing slightly (4%) from FY22. We hope to continue to increase publications revenues to return to pre-pandemic levels; however, some shifts in purchasing trends may be longer term. Choice, C&RL News, C&RL, Non-Periodical Publications, and Statistics all show increases. The exception is the journal, RBM, which we expect will see about a 35% drop from FY22 to FY23 due to falling subscriptions.
- At Midwinter 2020, the Board approved the transition of *C&RL News* to an online-only publication model beginning with the January 2022 issue. The cessation of print had budgetary implications, as described below.
- In FY19, ACRL recategorized its advertising revenues to distinguish between those that appear in a publication that is a perquisite of membership and those that do not. The policies between ALA and its membership divisions (aka the "operating agreement") allow division journal advertising that is included in a membership publication to be free of overhead payments. Most of ACRL's advertising is online in an open access format and does not qualify for this exemption from overhead. For *C&RL News* alone that adds an expense of over \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising.
- Because of the sustained stronger than expected ALA JobLIST classified ad sales in FY22, staff have projected an \$80K increase over FY22.
- Due to client feedback, ACRL Benchmark underwent a wholesale revision in FY22, as we moved services provided by the vendor Counting Opinions into a new format. We continue to revise that format, making revenue projections difficult to predict. The preliminary budget saw an expected increase in FY23, with \$216,000 versus \$193,036 in FY22 budgeted for subscriptions. These improvements continue to attract customers and that increase now stands at \$228,299. As we consider potential revenue factors, such as possible licensing agreements, it is hoped that we will be able to increase this amount in a future iteration of the budget.
- Project Outcome revenues had originally been forecast to increase to \$16,125 in FY23 versus \$6,750 in FY22. That revenue projection now stands at \$13,685.

- **Education:**

- ALA launched a new education platform in Nov 2021 and the results of this change are still being evaluated. When compared to FY21, education revenue is budgeted to more than double but that is premised on an in-person meeting in 2023 (the biennial meeting is classed under education). Overall, like with other revenue streams, it is expected that education will see gradual growth to rebuild to pre-pandemic levels. FY23 assumes a transition to safe travel and group gatherings (with no vaccination requirements, which are expensive to enforce), but with reduced demand and

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

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

It is evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conferences. To offset dependency on a single revenue area, ACRL must continue to seek for ways to diversify its revenue. ACRL looks to expand newer revenue streams in areas such as licensed workshops, consulting, and digital advertising in the forms of sponsored e-blasts, digital ads, etc. as well as identify new products and services needed by the profession. ACRL has always benefited from the in-kind donations of time and talent from its membership, which make it possible for ACRL to offer such a wide array of programs and services. As ACRL carefully considers expenses for FY23, the Board and Budget and Finance Committee should also keep in mind possible future discussions on membership participation and financial support in regard to equity, diversity, and inclusion.

Preliminary FY23 Expenses

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

The FY23 budget provides support for many of these initiatives:

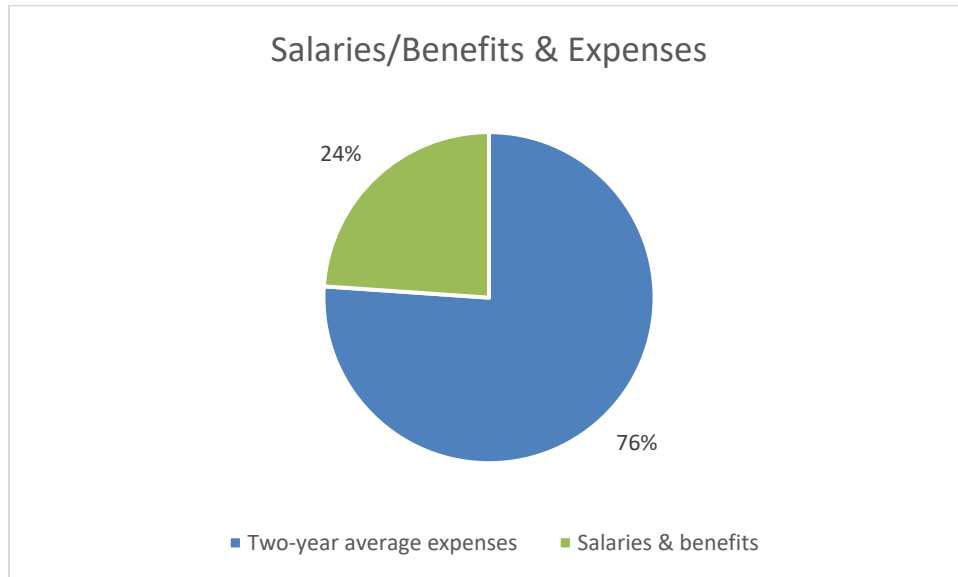
- \$88K to support the Research and Scholarly Environment goal which includes \$2K for 1 OpenCon scholarship, and approximately \$25K to pay for ACRL's membership in other organizations. Due to budget constraints, we are proposing elimination of ACRL's membership in the Library Copyright Alliance (\$28,000);
- more than \$100K is budgeted to further ACRL's Value of Academic Libraries initiatives, which includes more than \$92K for Project Outcome;
- more than \$200K is budgeted for initiatives around student learning (most of the expenses in this figure are related to the various immersion programs which are offset by the projected registration revenues);
- More than \$20K is budgeted to support ACRL's new roles and changing landscape initiative.
- \$99K is budgeted for scholarships, which includes support for the RBMS Conference, and Immersion program, as well as \$14K to support three Spectrum Scholars and \$3K to support three ALA Emerging Leaders;
- Over \$54K of direct expenses to support ACRL's Core Commitment to Equity, Diversity and Inclusion. Additional support for EDI is included in other projects throughout the budget. For example, scholarships for underrepresented groups are included in the scholarships project. We are confident that the total amount spent on EDI will meet or exceed the \$150K goal set by the Budget and Finance Task Force, which made this an objective;
- More than \$7K is budgeted to support the creation of new roadshow curricula.

Salaries & Benefits

As standard ACRL practice, in the initial fiscal year budget, all general administrative and staff salaries, as well as related costs, are recorded on a separate line. During the year, ACRL staff maintain records of their daily use of

time. The resulting percentages are used to allocate salaries, benefits, and general expenses such as telephone, postage, reprographics, etc. At the end of the year, these costs are distributed to each individual project.

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



Choice FY23 Budget Reconciliation Memo

To: ACRL Budget and Finance Committee

From: Rachel Hendrick, Interim Choice Editor and Publisher

Date: 20 May 2022

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

REVENUE

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

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

EXPENSES

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

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

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

TOTAL EXPENSES	2,432,850	2,456,390	(23,540)
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SUMMING UP

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

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

404 FY23 CHOICE Budget at a Glance

5/20/2022

3d Close

	FY23B	FY22B	FY21	FY20	FY19	FY18	FY17
TOTAL REVENUES	2,251,394	2,246,444	2,390,898	2,435,931	2,520,864	2,813,284	2,940,493
TOTAL EXPENSES	2,432,850	2,456,389	2,297,847	2,420,453	2,698,854	2,945,285	3,055,258
NET REVENUES	(181,455)	(209,945)	93,051	15,478	(177,990)	(132,001)	(114,765)

REVENUE

SUBSCRIPTIONS

3900	4110	Choice magazine	232,934	263,500	301,761	413,039	387,925	429,171	445,608
3901	4110	Reviews on Cards	46,963	55,250	63,807	74,101	92,677	100,070	116,186
		Subtotal: Choice Print	279,897	318,750	365,568	487,140	480,602	529,241	561,794
3913	4110	Choice Reviews	495,144	529,000	590,636	572,901	651,630	678,076	684,248
		Subtotal: All Choice	775,041	847,750	956,204	1,060,041	1,132,232	1,207,317	1,246,042
3905	4110	Resources for College Libraries	125,000	130,000	114,391	122,282	132,798	138,545	147,579
3918	4110	ccAdvisor (Choice)	0	33,000	14,719	26,577	41,100	32,130	0
4110		TOTAL SUBSCRIPTIONS	900,041	1,010,750	1,085,314	1,208,900	1,306,130	1,377,992	1,393,621

ADVERTISING & SPONSORED CONTENT

4143		Mobile app gross (Choice)	0	0	0	0	0	8,564	17,692
3904	4610	Commissions	0	0	0	0	0	(101)	(1,235)
		Mobile app net	0	0	0	0	0	8,463	16,457
4140		Choice magazine	120,000	150,000	142,683	230,789	266,090	352,534	439,984
3907	4611	Commissions and agency fees	(5,400)	(6,750)	(6,769)	(10,179)	(7,804)	(10,856)	(17,239)
		Choice magazine net	114,600	143,250	135,914	220,610	258,286	341,678	422,745
4143		Choice Reviews gross	40,000	35,000	45,400	60,025	146,775	183,340	196,813
3913	4610	Commissions	(1,800)	(1,575)	(2,257)	(1,556)	(5,407)	(5,601)	(7,743)
		Choice Reviews net	38,200	33,425	43,143	58,469	141,368	177,739	189,070
4140		Content marketing: WP/CS	60,000	60,000	45,105	25,000	51,100	40,000	0
4143		Content marketing: Podcasts	45,000	35,000		17,495		15,500	0
4143		Content marketing: eBlasts	240,000	140,000	305,835	121,216	see 3913	see 3913	see 3913
3914	4143	Content marketing: Newsletters and Other		60,000		51,950	see 3913	see 3913	see 3913
4610		Digital commissions	(12,825)	(10,575)	(16,589)	0	0	0	0
4611		Print commissions	(2,700)	(2,700)	(3,791)	(11,464)	(2,705)	(4,028)	0
		Choice content marketing net	329,475	281,725	330,560	204,196	48,395	51,472	0
4143		ccAdvisor gross (Choice)	0	5,000	1,850	6,630	12,826	12,323	0
3918	4610	Commissions	0	(225)	(196)	(212)	(647)	(506)	0
		ccAdvisor net	0	4,775	1,654	6,418	12,179	11,817	0
4143		Choice360	70,000	35,000	0	0	0	0	0
3919	4610	Commissions	(3,150)	(1,575)	0	0	0	0	0
		Choice360 Net	66,850	33,425	0	0	0	0	0
4140		Print Advertising Gross	180,000	210,000	187,788	273,284	317,190	392,534	439,984
4143		Digital Advertising Gross	395,000	310,000	353,085	239,820	159,601	219,727	214,505
		Subtotal x webinars	575,000	520,000	540,873	513,104	476,791	612,261	654,489
4611		Sales Commission: Print	(20,531)	(19,491)	(26,558)	(32,031)	(17,011)	(19,138)	(24,598)
4610		Sales Commission: Digital	(17,775)	(13,950)	(19,042)	(1,768)	(6,054)	(6,208)	(8,978)
		Subtotal Commissions	(38,306)	(33,441)	(45,600)	(33,799)	(23,065)	(25,346)	(34,613)
		Total Advertising x Webinars	536,694	486,559	495,273	479,305	453,785	586,915	619,876
3909	4105	Webinars gross (Choice)	276,250	223,125	282,532	191,195	145,325	106,675	105,600
4611		Webinar commissions	(12,431)	(10,041)	(15,998)	(10,388)	(6,443)	(4,254)	(7,359)
		Webinars net	263,819	213,084	266,534	180,807	138,882	102,421	98,241
		TOTAL ADVERTISING & SPONSORED CONTENT	812,944	709,684	777,805	670,500	599,110	693,590	725,476

ROYALTIES

3900	4421	Choice (CCC, reprints, etc.)	500	1,300	403	680	1,370	931	6,189
3902	4421	Choice reviews	465,710	455,210	465,663	486,539	513,321	514,160	561,853
3905	4421	Resources for College Libraries	10,000	10,000	10,000	18,000	7,000	15,000	78,500
		TOTAL ROYALTIES	476,210	466,510	476,066	505,219	521,691	530,091	646,542

MISCELLANEOUS SALES

3900	4109	Misc. Sales	200	2,500	41	2,589	158	1,847	5,638
3905	4109	RCL Reimbursement	0	See 3905	See 3905	See 3905	See 3905	79,713	82,090
3913	4109	EBSCO affiliate fee	12,000	12,000	12,000	12,000	12,000	12,000	0
		TOTAL MISC SALES	12,200	14,500	12,041	14,589	12,158	93,560	87,728

MISCELLANEOUS REVENUE

3900	4490	Remaindered books	50,000	45,000	39,672	36,723	81,775	118,051	87,126
		TOTAL MISC REVENUE	50,000	45,000	39,672	36,723	81,775	118,051	87,126

TOTAL REVENUES	2,251,394	2,246,444	2,390,898	2,435,931	2,520,864	2,813,284	2,940,493
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EXPENSES

Payroll and Related Expenses	1,598,082	1,632,529	1,475,795	1,508,575	1,665,237	1,618,841	1,586,901
Outside Services	102,939	74,281	116,425	86,062	101,658	187,180	322,293
Travel and Related Expenses	8,250	6,700	219	10,271	41,543	38,949	48,575
Meetings and Conferences	0	13,000	0	1,250	11,771	13,658	12,495
Publication-related Expenses	287,440	246,975	259,216	274,467	260,373	303,821	308,158
Operating Expenses	141,437	206,359	178,321	245,416	308,930	421,091	394,287
TOTAL DIRECT EXPENSES	2,138,148	2,179,844	2,029,976	2,126,041	2,389,512	2,583,540	2,672,709
TOTAL INDIRECT EXPENSES	(29,108)	(37,348)	(55,905)	(57,597)	(63,083)	(59,354)	(55,257)
IUT/Overhead	298,310	297,654	298,491	322,761	334,014	371,353	388,206
IUT/Allocations (Liberty Square)	25,500	16,240	25,285	29,248	38,411	49,746	55,905
UBIT	0	0	0	0	0	0	(6,305)
TOTAL OVERHEAD	323,810	313,894	323,776	352,009	372,425	421,099	437,806

TOTAL EXPENSES	2,432,850	2,456,389	2,297,847	2,420,453	2,698,854	2,945,285	3,055,258
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FY23B

DESCRIPTION	#	ADMIN	CHOICE MAGAZINE	REVIEWS ON CARDS	REVIEW LICENSING	CHOICE MOBILE APP	RCL	ADV SALES CHOICE	ADV SALES ACRL	WEBINARS	MARKETING & PUBLICITY	CHOICE REVIEWS	CONTENT MARKETING	PLANT	CC ADVISOR	C360	LTI	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									276,250								276,250
Sales/ALA Store	4108																	0
Sales/Miscellaneous	4109		200					0				12,000						12,200
Subtotal-Other Sales		0	200	0	0	0	0	0	0	276,250	0	12,000	0	0	0	0	0	288,450
Subscriptions	4110		232,934	46,963				125,000				495,144				0	0	900,041
Subtotal-Subscriptions		0	232,934	46,963	0	0	0	125,000	0	0	0	495,144	0	0	0	0	0	900,041
Advertising/Gross	4140							120,000					60,000					180,000
Advertising/Classified	4142																	0
Advertising/Online	4143						0					40,000	280,000		0	70,000		390,000
Comms/Online Advertising	4610						0					(1,800)	(12,825)		0	(8,150)		(17,775)
Comms/Sales Rep	4611							(5,400)		(12,431)			(2,700)					(20,531)
Comms/Adv. Agency	4612																	0
Subtotal-Advertising		0	0	0	0	0	0	114,600	0	(12,431)	0	38,200	329,475	0	0	66,850	0	536,694
Registration Fees	4200																	0
Exhibit Space Rentals	4210																	0
Meal Functions	4220																	0
Subtotal-Meetings & Conf			0	0	0	0	0	0	0		0	0		0	0			0
Grants & Awards-Exchange	4300																	0
Grants & Awards-Temporary Restricted	4301																	0
Subtotal-Grants & Awards			0	0	0	0	0	0	0		0	0		0	0			0
Donations/Honoraria	4400																	0
Interest/Dividends	4420																	0
Royalties-Exempt	4421		500		465,710			10,000										476,210
L.T Invest. Gain/Loss-Realized	4422																	0
L.T Invest. Gain/Loss-Unrealized	4423																	0
Overhd-exempt Rev./Division	4429																	0
Royalties-Non-Exempt	4430																	0
Misc. Fees/Revenues	4490		50,000															50,000
Subtotal-Misc		0	50,000	0	465,710	0	10,000	0	0	0	0	0	0	0	0	0	0	526,210
TOTAL REVENUES		0	283,634	46,963	465,710	0	135,000	114,600	0	263,819	0	545,344	329,475	0	0	66,850	0	2,251,594
Salaries & Wages	5000		91%					73,952	40,052	0	0	0	0	0	0	0		1,226,626
Temp Employees-In-House	5001		8,580	0	0	0	0	0	0	0	0	0	0	0	0	0		8,580
Overtime/Wages	5002			0	0	0	0	3,500	0	0	0	0	0	0	0	0		3,500
Attrition Factor	5005																	0
Accrued Vacation	5009																	0
Employee Benefits	5010		324,725	0	0	0	0	23,189	11,462	0	0	0	0	0	0	0		359,376
Tuition Reimbursement	5015																	0
Prof Memberships	5016		0	0														0
Payroll & Related Exp.			1,445,927	0	0	0	0	97,141	55,014	0	0	0	0	0	0	0	0	1,598,082
Temp Employee/Outside	5100		0	0								0						0
Professional Services	5110		37,800	3,000	0	0		(51,500)	0		0	0	17,500			0	43,480	50,280
Legal Fees	5120																	0
Audit/Tax Fees	5121																	0
Bank Service Fees	5122		9,000						0									9,000
Repairs/Maintenance	5140		16,634	0					0					27,025		0		43,659
Messenger Service	5150																	0
Duplication/Outside	5151																	0
Outside Services			63,434	3,000	0	0	0	(51,500)	0	0	0	0	17,500	27,025	0	43,480	0	102,933
Transportation	5210		1,350	0				0	630	270		0	0	0		0	0	2,250
Lodging & Meals	5212		3,300	0				0	1,540	660		0	0	0		0	0	5,500
Entertainment	5214		0															0
Business Meetings	5216		0					0	390	190			0			0	0	500
Travel and Related Expenses			4,650	0	0	0	0	0	2,520	1,060	0	0	0	0	0	0	0	8,250
Facilities Rent	5300											0						0
Conference Equipment Rental	5301											0				0		0
Meal Functions	5302											0				0		0
Exhibits	5303											0				0		0
Speaker/Guest Expenses	5304																	0
Speaker/Guest Honorarium	5305							0										0
Awards	5306																	0
Security Services	5307																	0
Special Transportation	5308																	0
Audio/Visual Equip Rental & Labor	5309																	0
Computer Rental/Internet Connection	5310																	0
Program Allocation	5350																	0
Meetings & Conferences		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Edit/Proofreading-O/S	5400		7,107	1,304	9,517							12,072			0			30,000
Typesetting/Comptn-O/S	5401		300															300
Printing-O/S	5402		84,500	27,000				0	0		1,200		0		0			112,700
Binding-O/S	5403																	0
Design Service-O/S	5404		0					0	0	0	5,000		0			1,000		6,000
Review Service	5406																	0
Mail Service-O/S	5410		16,400	6,200											0			22,600
Advertising/Space	5411										1,200				0	3,000		4,200
Advertising/Direct	5412										250				0	0		250
Mail List Rental	5413										1,500				0	0		1,500
Supplies/Production	5414		3,200	5,500														8,700
Pre-Press/Photo Services	5415		0															0
Adv Production Cost	5416																	0
Copyright Fees	5420		400															400
Web Operating Expenses	5430	0	4,800	0		0	0				0	54,000			0	3,990		62,790
Webinars/Webcasts/Web CE Exp	5431									6,000								6,000
Purchased Inventory	5432																	0
Order Processing/Fulfillment	5433		32,000												0			32,000
Cost of Sales	5480																	0
Inventory Adjustment	5490																	0
Inventory Reserve Adjustment	5499																	0
Publication Related Expenses		0	148,707	40,004	9,517	0	0	0	0	6,000	9,150	66,072	0	0	0	7,990	0	287,440
Staff Recruitment/Relocation	5030	0	0					0										0
Staff Development	5031	0	0					0	0	0		0	0					0
Supplies/Operating	5000	7,000								0								7,000
Equipment/Software-Minor	5001	5,400								0								16,916
Ref Mats/Periodicals	5002		17,100					0			10,900		532			144		17,100
Insurance	5010																	0
Equipment Rental/Lease	5020	3,684						0										3,684
Space Rent	5021													13,500				13,500
Telephone & Fax/O/S	5022	9,780	550					294	126		0				0	0		10,750
Postage & E-Mail/O/S	5023	42,660	0					0	0	0	0				0			42,660
Utilities	5025																	0
Decor/Furn & Equipment	5030	0	12,467									0		16,550		0	0	16,550
Decor/Building	5031																	12,467
Amortization/Equip Lease	5032																	0
Royalty Expense	5040									0								0
Bad Debt Expense	5043							0										0
Interest Expense	5044																	0
Taxes/Property	5045	0	0															0
Promotion	5050										500					250		750
Organization Support/Contrib																		

DESCRIPTION	#	0000	3900	3901	3902	3904	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
I/UT-Marketing	5900																	0
I/UT-Prod. Serv./Adm. Fee	5901																	0
I/UT-ITTS	5902										0							0
I/UT-Subscription Processing	5903		0															0
Transfer to/from Endowment	5904	0					0										(135,697)	(135,697)
I/UT-Telephone	5905																	0
I/UT-Order Billing	5906							0	0							0		0
I/UT-Maint.	5908																	0
I/UT-Dist. Center	5909																	0
I/UT-Repro.	5910																	0
I/UT-Copy Editing/Proofreading	5912																	0
I/UT-Composition/Alteration	5913																	0
I/UT-Registration Processing	5940																	0
I/UT-CHOICE	5941	10,766																10,766
I/UT-Advertising	5942					0			(1,206)	(2,571)	0							(4,177)
I/UT-Misc.	5999	0																0
Total I/UTs		10,766	0	0	0	0	0	0	(1,206)	(2,571)	0	0	0	0	0	0	(35,697)	(29,108)
Total Direct Expenses		1,593,301	181,824	40,004	9,517	0	45,641	57,828	0	3,029	20,550	66,072	18,032	57,075	0	51,864	(35,697)	2,109,040
Contribution Margin		(1,593,301)	101,810	6,958	456,193	0	89,359	56,772	0	260,790	(20,550)	479,272	311,443	(57,075)	0	14,986	35,697	142,354
I/UT-General Overhead	5911		37,582	6,223	61,707	0	17,888	15,185		34,956		72,258	43,655		0	8,858		298,310
Total Expenses Excl. Alloc.		1,593,301	219,406	46,227	71,224	0	63,529	73,012	0	37,985	20,550	138,330	61,687	57,075	0	60,722	(35,697)	2,407,350
I/UT-Allocations	5998													25,500				25,500
Total Exp. Incl. OH & Alloc.		1,593,301	219,406	46,227	71,224	0	63,529	73,012	0	37,985	20,550	138,330	61,687	82,575	0	60,722	(35,697)	2,432,850
Net Rev/(Exp) Before Taxes		(1,593,301)	64,228	736	394,486	0	71,472	41,588	0	225,834	(20,550)	407,014	267,788	(82,575)	0	6,128	35,697	(181,455)
Taxes/Income	5600	0	0			0	0	0		0		0			0	0		0
TOTAL EXPENSES INCLUDING TAXES		1,593,301	219,406	46,227	71,224	0	63,529	73,012	0	37,985	20,550	138,330	61,687	82,575	0	60,722	(35,697)	2,432,850
Net Rev/(Exp) After Taxes		(1,593,301)	64,228	736	394,486	0	71,472	41,588	0	225,834	(20,550)	407,014	267,788	(82,575)	0	6,128	35,697	(181,455)

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

LINE #	LINE ITEM DESCRIPTION
EXPENSES	

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

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

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

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

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

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

5122	Bank Service Fees	Bank service fees on CHOICE accounts--ALL PROJECTS go here	2.85%	\$9,000	9,000
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5140	Repairs/Maintenance	Description	FY23B	
		Repairs/Maint - Server warranty/maint	\$ 4,000.00	
		Repairs/Maint - Router, firewall warranty.maint	\$ 2,000.00	
		Repairs/Maint - Web appliance	\$ 2,070.00	
		Repairs/Maint - SSL licensing	\$ 500.00	
		Repairs/Maint - Virtual management software, apps	\$ 1,150.00	
		Repairs/Maint - Copier, printers svc	\$ 3,900.00	
		Repairs/Maint - Software assurance	\$ 3,014.00	
			\$0	
			\$0	
			\$ 16,634	16,634

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

LINE # LINE ITEM DESCRIPTION

Subtotal - Outside Services 63,434

			Conference	FY23B	
			SPOS	\$0	
	\$450		Charleston	\$450	
			ALA Annual	\$450	
			ACRL Biannual Con	\$450	
			Other	\$0	
5210	Transportation			\$1,350	1,350

			Conference	FY23B	
			SPOS	\$0	
	\$1,100		Charleston	\$1,100	
			ALA Annual	\$1,100	
			ACRL Biannual Con	\$1,100	
			Other	\$0	
5212	Lodging & Meals			\$3,300	3,300

				FY23B	
				\$0	
5214	Entertainment			\$0	0

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

Subtotal - Travel and Related Expenses \$ 4,650

				FY23B	
				\$0	
5430	Web Operating Expenses			\$ -	0

Subtotal - Publication-Related Expenses \$ -

	Item	#	Est. Cost	FY23B	
	Recruiting expense/local searches	0	\$1,000	\$0	
	Recruiting expense/national searches	0	\$7,500	\$0	
5030	Staff Recruitment/Relocation	Total		\$0	0

5031	Staff Development			\$0	0
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LINE #	LINE ITEM DESCRIPTION					FY23B	
5500	Supplies/Operating	General office supplies, e.g. paper, file folders				\$7,000	7,000
5501	Equipment/Software-Minor		Seats	Months	Rate	FY23B	
		X-Tags			\$	400	
		Freshdesk			\$	1,440	
		SendPro Pitney Bowes			\$	60	
		Small office equipment & software			\$	3,500	
					\$	5,400	5,400
5520	Equipment Rental/Lease	Item	#	Periods	Monthly cost	FY23B	
		Adobe Creative Cloud				\$1,300	
		GoToMyPC annual fee				\$720	
		Microsoft desk access				\$800	
		Water cooler rental	1	12	\$45	\$540	
		Coffee machine rental	1	12	\$40	\$324	
					\$85	\$3,684	3,684
5522	Telephone & Fax/O/S	Item				FY23B	
		Frontier (analog line)		copier/security		\$3,780	
		Zoom		phone system (Zoom meeting rooms are recorded in 3909 at line 5431)		\$6,000	
		Total				\$9,780	9,780
5523	Postage & E-Mail/O/S	Item				FY23B	
		Comcast primary		intranet	\$	19,200	
		Comcast secondary		backup wifi	\$	2,460	
		FedEx			\$	1,000	
		Postage mailing books, etc.			\$	20,000	
		Total				\$42,660	42,660
5530	Depr/Furn & Equipment	Items	Total	Years		FY23B	
		Charge servers and laptops to line 5530 on project 3900					
		TOTAL				\$0	0
5545	Taxes/Property	CHOICE property tax (postage meter/computer leases)				FY23B	
						\$0	
						\$0	0
5560	Organization Support/Contrib.	ACRL National Conference sponsorship (odd # years)				FY23B	
						\$0	
						\$0	0

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

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

LINE #		LINE ITEM DESCRIPTION	FY2019	FY2020	FY2021	FY2022	FY2023B	FY2023C
REVENUES								
4104	Sales/Rental-Mail Lists	Income from rental of CHOICE mailing list	\$0				\$0	\$0
4109	Sales/Miscellaneous	Single-copy and Choice Select sales OAT seals: print and digital					\$200	200
4110	Subscriptions		387,925	413,039 timing only	301,761	263,500	232,934	232,934
4421	Royalties-Exempt	Description: Copyright Clearance Ctr & reprint fees					\$500	500
4490	Misc. Fees/Revenues	Total Income from sale of reject books/misc. revenues					\$50,000	50,000
							TOTAL PROJECT REVENUES	\$283,634
EXPENSES								
5000	Salaries & Wages	All Choice % this Project	\$ 1,243,791				\$ -	\$0
5001	Temp Employees-In-House	Interns					\$0	0
5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk					\$0	0
5010	Employee Benefits	Rate Staff Temps					\$0 \$0	-
5016	Prof Memberships	FY14 FY15B	\$ -	\$2,750			\$0	0
							Subtotal - Payroll & Related Expense	\$0
5100	Temp Employee/Outside	Other					\$0	0

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

LINE #	LINE ITEM DESCRIPTION				FY23B	FY23B
		Long-form racial justice reviews	12	\$250	\$3,000	
5110	Professional Services				\$3,000	3,000

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

Subtotal - Outside Services 3,000

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

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

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

Subtotal - Travel and Related Expenses 0

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

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

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

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

[illegible]

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

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

		Accrued prior year depreciation from Tech Depreciation tab	FY23B 8,301	
		FY23 servers and laptops from Capital Spending tab \$	4,167	
5530	Depr/Furn & Equipment	Total	\$12,467	12,467

5540	Royalty Expense	Fee(s) for outside contributors to the magazine	\$0	0
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		CHOICE property tax (postage meter/computer leases)	FY23B \$0	
5545	Taxes/Property		\$0	0

		Miscellaneous office expenses	FY23B \$0	
5599	Misc. Expense		\$0	0

Subtotal - Operating Expenses 30,117

			FY23B	
5903	IUT-Subscription Processing	\$ -		0

Subtotal - Inter-Unit Transfers \$0

		FY2023 ALA overhead charges	Rate	FY23 Revenue	FY23B	
		4104 Rental Mail lists	13.25%	\$0	\$0	
		4109 Sales/Misc	13.25%	\$200	\$27	
		4110 Subscriptions	13.25%	\$232,934	\$30,864	
		4421 Royalties	13.25%	\$500	\$66	
		4490 Misc. Revenue	13.25%	\$50,000	\$6,625	
5911	IUT-General Overhead			\$283,634	\$37,582	37,582

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

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

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

Subtotal - Publication Related Expenses \$40,004

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

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

LINE # LINE ITEM DESCRIPTION

REVENUES

FY23B

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

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

EXPENSES

LINE # LINE ITEM DESCRIPTION

		All Choice	% this Project	\$3,902	
5000	Salaries & Wages	\$ 1,243,791	0.000%	\$0	\$0

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

Subtotal - Payroll & Related Expense \$0

				FY23B	
5110	Professional Services			\$0	\$0

Subtotal - Outside Services \$0

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

Subtotal - Publication Related Expenses 9,517

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

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

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

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

Subtotal - Travel & Related Expenses \$ -

5305	Speaker/Guest Honorarium			FY23B
			\$0	0

Subtotal - Meetings & Conferences 0

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

Subtotal - Publication Related Expenses \$ -

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

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

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

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

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

Subtotal - Operating Expenses \$ -

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

Subtotal - IUT's \$ -

	FY23 ALA overhead charges	Line	Description	Rate	FY23 Revenue	FY23B
5911	IUT-General Overhead	4109	Sales/Miscellaneous	13.25%	\$0	\$0
		4110	Subscriptions	13.25%	\$125,000	\$16,563
		4421	Royalties	13.25%	\$10,000	\$1,325
			Totals		\$135,000	\$17,888

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

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

				FY23B
Revenue History	FY21A	FY22B	FY23B	
Magazine Ad Sales Revenues (gross)	\$142,683	\$150,000	\$ 120,000	
		Total Gross	\$ 120,000	
		Print Sales Commission Rate	4.50%	
		Print Sales Commissions	(5,400.00)	
		Net Ad Revenues	114,600.00	
				\$120,000

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

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

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

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

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

	Subtotal - Payroll & Related Expense	\$55,014	
		FY23B	

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

Outside and freelance labor	\$0	\$0
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Bank service fees on ad sales accounts: Moved to 0000	FY23B	\$0	\$0
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Annual maintenance fee/ad sales system	Spacemaster	FY23B	\$0	\$0
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Subtotal - Outside Services		\$0	
Conference	# Ad Sales Staff	Avg. Cost	Total
Charleston	1	\$450	\$450
			\$0
ALA Annual	1	\$450	\$450
ACRL Biannual Conference	0	\$450	\$0
Other	0	\$450	\$0
		Total	\$900
	Project 3907 share	70%	\$630

Conference	# Ad Sales Staff	Avg. Cost	Total
Charleston	1	\$1,100	\$1,100
			\$0
ALA Annual	1	\$1,100	\$1,100
ACRL Biannual Conference	0	\$1,100	\$0
Other	0	\$1,100	\$0
		Total	\$2,200
	Project 3907 share	70%	\$1,540

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

Subtotal - Travel & Related Expenses	\$2,520
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CHOICE Ad Sales Promo Printing Expense	FY23B	
OAT certificates	inventory	
OAT seals, etc.	inventory	
(Switched to electronic media kit in 2010)	\$0	\$0

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

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

	Ad Sales Salaries	Rate	Total	
	\$40,052	0.00%	\$0	\$0
			\$0	

			FY23B	
General office supplies, e.g. paper, file folders			\$0	\$0
	Project 3907 share	70%	\$0	

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

Item		FY23B	
Mailroom postage; overnight delivery services		\$0	\$0

Item	FY16B Gross Ad \$	Rate (per ALA)	
Reserve for uncollectable accounts	\$0	0.00%	\$0

Subtotal - Operating Expenses **\$294**

		FY23B	
ALA charges for Ad Sales Invoice Processing	70%	\$0	\$0

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

Line Item	Revenue \$	Rate	O/H Charge	
4140 Advertising/Gross	\$120,000	13.25%	\$15,900	
4611 Comm/Sales Rep	\$ (5,400)	13.25%	(\$716)	
4612 Comm/Adv Agency	\$0	13.25%	\$0	
Totals	\$114,600		\$15,185	\$15,185

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

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

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

EXPENSES						FY23B
		All Choice	% this Project	3908		
5000	Salaries & Wages	\$1,243,791	0.000%	\$ -		
5001	Temp Employees-In-House					
	Position	FY14	FY15B	FY23B		
	Webinar/Ad Sales Support Coordinator	\$ -	\$ -	\$ -		\$0
5002	Overtime/Wages					
	Non-exempt staff time in excess of 35 hours/wk	Total Overtime		FY23B		
		Project 3908 share		\$0.00		
5010	Employee Benefits					
	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$		
	5000 Project Salaries & Wages	\$ -	31.50%	\$0		
	5001 Temp Employees In-House	\$ -	15.00%	\$0		
	5002 Overtime Wages	\$ -	15.00%	\$0		
	5010 Benefits	\$ -	15.00%	\$0		
		\$ -		\$0		\$0
Subtotal: Payroll and Related Expenses				\$0		
5210	Transportation					
	Billing	Conference		FY23B		
		Project 3908 share	30%	\$270		\$270
5212	Lodging & Meals					
	Billing	Conference		FY23B		
		Project 3908 share	30%	\$660		\$660
5216	Business Meetings					
	Event	# Events	Avg. Cost	Total		
	Meetings with advertisers	5	\$100	\$500		
		Project 3908 share	30%	\$150		\$150
Subtotal - Travel & Related Expenses				\$1,080		
5402	Printing-O/S					
	Ad Sales Promotion Printing Expenses			FY23B		
				\$0		\$0
5404	Design Service-O/S					
	Ad Sales Promotion Design Expenses			FY23B		
				\$0		\$0
Subtotal - Publication Related Expenses				\$0		
5031	Staff Development					
				Total		
				\$0		\$0
5500	Supplies/Operating					
	General office supplies, e.g. paper, file folders	FY14	FY15B	FY23B		
		\$200	\$300	\$0		\$0
		Project 3908 share	30%	\$60		\$0
5522	Telephone & Fax/O/S					
	Item			FY23B		
	Local & long-distance phone/ad sales			\$420		\$126
		Project 3908 share	30%	\$126		

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

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

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

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

Subtotal - Operating Expenses \$126

5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	30%	FY23B	
				\$0	
				\$0	\$0

5942	IUT-Advertising	CHOICE charges to ACRL for ad sales	FY23B	
			(\$1,206)	(\$1,206)

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

LINE # LINE ITEM DESCRIPTION

\$6,500

REVENUES

FY23B

	Commission Rate	Number	Rate	Gross	Transfer Rate	Revenue	
Sales		40	\$ 7,500	325,000	85%	276,250	
Commission	4.50%			(14,625)	85%	(12,431)	
Net Sales				310,375		263,819	
					Revenue to ACRL	48,750	
					Commissions to ACRL	(2,194)	
4105 Sales/Webinars, Webcasts, Web CE							\$276,250

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

TOTAL PROJECT REVENUES \$263,819

LINE # LINE ITEM DESCRIPTION

EXPENSES

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

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

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

	Benefit Calculation	Amount	Benefit %	Benefit \$	
	5000 Project Salaries & Wages	\$0	31.50%	\$0	
	5001 Temp Employees In-House	\$0	15.00%	\$0	
	5002 Overtime Wages	\$0	15.00%	\$0	
	4611 Commissions/Sales Reps		0.00%	\$0	
5010 Employee Benefits	TOTAL	\$0		\$0	\$0

Subtotal - Payroll & Related Expense \$0

		FY23B	
5110 Professional Services	Outside and freelance labor	\$0	\$0

Subtotal - Outside Services \$0

		FY23B	
5404 Design Service-O/S		\$0	\$0

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

Subtotal - Publication Related Expenses \$6,000

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

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

LINE #	LINE ITEM DESCRIPTION	\$6,500	\$0
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5523 Postage & E-Mail/O/S	Item		FY23B
	Mailroom postage; overnight delivery services	\$0	\$0

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

Subtotal - Operating Expenses \$0

	Expense	Gross	Transfer Rate	FY23B
	S. Cofer	\$13,808	15%	\$2,071
	Subtotal - Outside Services	\$0	15%	\$0
	Subtotal - Publication Related Expenses	\$6,000	15%	\$900
	Subtotal - Operating Expenses	\$0	15%	\$0
5942 IUT-Advertising	Charge back to ACRL	\$19,808	Total	(\$2,971)
				(\$2,971)

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

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

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

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

LINE # LINE ITEM DESCRIPTION

EXPENSES		All Choice	% this Project	\$3,910	FY23B
5000	Salaries & Wages	\$1,243,791	0.000%	\$0	\$0

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

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

Subtotal - Outside Services \$0

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

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

Subtotal - Travel & Related Expenses \$0

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

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

Item	Number	Avg. Cost	FY23B
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

LINE #	LINE ITEM DESCRIPTION				
		-	\$350	\$0	
5302	Meal Functions			\$0	\$0

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

Subtotal - Meeting & Conference Expenses \$0

5402	Printing-O/S	Printing expenses for promotional pieces	FY23B	\$1,200	\$1,200
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5404	Design Service-O/S	Outside design services for promo pieces	FY23B	\$5,000	\$5,000
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5410	Mail Service-O/S	Type of Service	FY23B		
		Total Mailing Expense	\$	-	0

	Unit Cost	Insertions	FY23B	
		Twitter Boosts \$	1,200	
		\$	-	
		\$	-	
		\$	-	
		\$	-	
		\$	-	
		\$	-	
		\$	-	
		\$	-	
5411	Advertising/Space	TOTAL \$	1,200	\$1,200

5412	Advertising/Direct	Direct promo (print & email)	FY23B	\$250	\$250
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5413	Mail List Rental	Database/email rental	FY23B	\$1,500	
		Outside list rental fees		\$1,500	\$1,500

			FY23B		
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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

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

Subtotal - Publication Related Expenses \$9,150

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

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

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

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

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

Subtotal - Operating Expenses \$11,400

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

		FY23B	
5942	IUT-Advertising	American Libraries advertising	\$0.00
		Total	\$0

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

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

Subtotal - Outside Services \$0

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

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

Subtotal - Travel and Related Expenses \$0

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

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

Subtotal - Publication Related Expenses \$66,072

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

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

Subtotal - Operating Expenses \$0

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

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

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

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

LINE # LINE ITEM DESCRIPTION

REVENUES

newsletters and eblasts moved here from 3913

				FY23B	
4140	Advertising/Gross	Print			
			Revenue	Price	#
			CHOICE CUSTOM PUBLISHING		
			Case Studies		20,000
			CHOICE RESEARCH		
			Surveys/Whitepapers	\$20,000	2
			Total Gross		60,000
			Commission Rate		4.50%
			Print Sales Commissions (4611)		(2,700)
			Net Ad Revenues		57,300
				\$	60,000
4143	Advertising/Online	Digital			
			Authority File		FY23B
			newsletters & eblasts		45,000
				\$	240,000
				\$	-
			Total gross sales		\$ 285,000
			Commission rate		4.50%
			Digital Sales Commissions (4610)		(12,825)
			Net Ad Revenues		\$ 272,175
				\$	285,000
4610	Comm/Online Advertising		From 4143	Rate	Total
				4.50%	(12,825)
4611	Print		From 4140	Rate	FY23B
	Comm/Sales Rep			4.50%	(2,700)
				Total	(2,700)
					(2,700)

TOTAL PROJECT REVENUES \$329,475

LINE # LINE ITEM DESCRIPTION

EXPENSES

5000	Salaries & Wages	Project 3907 share	All Choice	% this Project	FY23B	
			\$1,243,791	0.000%		\$0
5001	Temp Employees-In-House	Position			FY23B	
			\$ -	\$ -	\$ -	\$0
5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk			FY23B	
					\$ -	\$0
	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$		
	5000 Project Salaries & Wages	\$0	31.50%	\$0		
	5001 Temp Employees In-House	\$0	15.00%	\$0		
	5002 Overtime Wages	\$0	15.00%	\$0		

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

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

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

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

Subtotal - Operating Expenses \$532

	Item			FY23B	
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	60,000	13.25%	7,950	
4143 Advertising Online	285,000	13.25%	37,763	
4610 Digital commissions	(12,825)	13.25%	(1,699)	
4611 Print commissions	(2,700)	13.25%	(358)	
5911 IUT-General Overhead	Totals			\$43,655

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

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

EXPENSES

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

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

Subtotal - Payroll & Related Services \$0

	Item	Vendor	FY23B	
	Generator maintenance svc. contract	Atlantic/Detroit Diesel	\$1,400	
	Janitorial services	JanPro	\$6,500	
	HVAC service contract	Encon	\$3,500	
	Common area maintenance (CAM)	Liberty Square Assoc	\$10,800	
	Miscellaneous	--	\$700	
	Security system	Protection One	\$3,050	
	Carpet cleaning	RD Weis	\$1,075	
5140 Repairs/Maintenance		Total	\$27,025	\$27,025

Subtotal - Outside Services \$27,025

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

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

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

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

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

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

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

LINE #	LINE ITEM DESCRIPTION	Depreciated August 2022	ALA Annual					
			ACRL	0	\$450	\$0		
5210	Transportation			0	\$450	\$0		
					\$1,350	\$0	\$	-

		Conference	Events	Staff	Cost	FY23B		
	Feb	ALA Midwinter						
	Nov	Charleston	Marketer	1	\$1,100	\$0		
	July	ALA Annual		1	\$1,100	\$0		
	April	ACRL		1	\$1,100	\$0		
5212	Lodging & Meals					\$0	\$	-

						FY23B		
		Conference Registration (Marketing and Advertising only)		-	\$450	\$0		
5216	Business Meetings					\$0		0

Subtotal - Travel and Related Expenses \$0

	Item	FY23B		
		\$	-	
5301	Conference Equipment Rental		\$0	\$0

	Item	FY23B		
5302	Meal Functions		\$0	\$0

	Conference/Location	Number	Avg. Cost	FY23B		
	Charleston	0	\$ 2,500	\$	-	
5303	Exhibits					
	Total			\$0		\$0

Subtotal - Meetings and Conferences \$ -

	Description	FY23B		
	Freelance Copyediting Allocation			
5400	Edit/Proofreading-O/S		\$0	0
	Total editorial & proofreading			

		FY23B		
5402	Printing-O/S		\$0	\$0
	Printing expenses for promotional pieces			

		FY23B		
5404	Design Service-O/S			\$0
	Outside design services for promo pieces			

	Type of Service	FY23B		
	Fulfillment mailing services (ESP/USPS)		\$	-
5410	Mail Service-O/S			
	Total Mailing Expense		\$	-

		Unit Cost	Insertions	FY23B		
	ATG	575	-	\$	-	
	ATG	755	-	\$	-	
	Charleston Advisor	800	1			
5411	Advertising/Space		TOTAL	\$	-	\$0

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

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

5412 Advertising/Direct	Direct promo (print & email)	FY23B	\$0	\$0
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5413 Mail List Rental	Outside list rental fees	FY23B		\$0
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5430 Web Operating Expenses	Vendor	Item/Service	FY23B	
	CrossRef	DOI fees		
	productOps	hosting and maintenance		
	productOps	upgrades		
	ESP	from spreadsheet	\$ 135.00	12
		Totals	\$0	\$0

5433 Order Processing/Fulfillment	ESP from spreadsheet	FY23B	\$0	\$0
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Subtotal - Publication Related Expenses \$0

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

5522 Telephone & Fax/O/S	Item	FY23B		
	ESP phone charges	from spreadsheet	\$0	
	Total		\$0	0

5530 Depr/Furn & Equipment	Subtotal	\$0	\$0	0
	Total CCA depreciation		\$0	

5532 Amortization/Equip Lease	Accrued Prior Year depreciation (C2A Platform) before split with Charleston	FY23B	\$0	
	Subtotal	\$0	\$0	0
	Total CRO depreciation		\$0	

5550 Promotion	Item	FY14	FY15B	\$0
	conf. giveaways			
	Premiums & misc promo services			\$0

5599 Misc. Expense	Charge 50% of depreciation (line 5532) back to Charleston Company	FY23B	0	
	Subtotal	\$0	\$0	0
	Total CRO depreciation		0	0

Subtotal - Operating Expenses \$0

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

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

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

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

LINE #	LINE ITEM DESCRIPTION				
			TIE Contributors	\$12,000	
			Content Vertical #2 Board	\$8,240	
			Content Vertical #2 Contributors	\$8,240	
5110	Professional Services			\$43,480	\$43,480
5122	Bank Service Fees			FY23B \$0	\$0
5140	Repairs/Maintenance			FY23B \$0	\$0
			Subtotal - Outside Services	\$43,480	
5210	Transportation	\$450	Charleston ACRL Annual	Cost \$0 \$0 \$0	\$0
5212	Lodging & Meals	\$1,100	Charleston ACRL Annual	Cost \$0 \$0 \$0	\$0
			Subtotal - Travel & Related Expenses	\$0	
5404	Design Service-O/S	design and layout	0	FY23B \$1,000	\$1,000
5411	Advertising/Space		Twitter boosts Other	\$ 3,000 \$ -	\$3,000
5412	Advertising/Direct	Direct promo (print & email)		FY23B \$0	\$0
5413	Mail List Rental			\$0	\$0
				FY23B	
			Hosting & Search (Web Solutions)	\$ 360	
			C360 modifications to support Content Verticle #2	\$ 3,000	
			SSL certificate	\$ 60	
			Domain registration	\$ 30	

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

LINE #	LINE ITEM DESCRIPTION				
		Maintenance	\$45	\$	540
5430	Web Operating Expenses				\$3,990
					\$3,990
		Subtotal - Publication Related Expenses			\$7,990
					FY23B
		Soundcloud Pro: TIE podcast storage/RSS feed			\$144
5501	Equipment/Software-Minor				\$144
					\$144
					FY23B
5530	Depr/Furn & Equipment				\$0
					\$0
		Item			\$0
			\$		250
5550	Promotion	Premiums & misc promo services			\$250
					\$250
		Subtotal - Operating Expenses			\$144
					FY23B
5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing			\$0
					\$0
		Subtotal - Inter-Unit Transfers			\$0
	Line Item	Revenue \$	Rate	O/H Charge	
	4143 Advertising Online	70,000	13.25%	9,275	
	4610 Digital commissions	(3,150)	13.25%	(417)	
5911	IUT-General Overhead	Totals			\$8,858
					\$8,858
		FY15 UBIT Reserve	Line Item	Revenue \$	Rate
5600	Taxes/Income		Advertising/Gross	\$70,000	0.00%
					UBIT \$
					\$0
					\$0

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

LINE #	LINE ITEM DESCRIPTION
REVENUES	

FY23B

		FY23B	
5904	Transfer to/from Endowment	\$ (35,697.00)	(35,697)



FY2023 Budget Assumptions

ACRL develops budget assumptions annually to guide staff in preparing annual project budgets. ACRL's budget is mission-driven and should provide sufficient revenues to support the strategic initiatives outlined in the [ACRL Plan for Excellence](#), including initiatives related to its Core Commitment to Equity, Diversity, and Inclusion (EDI). This is accomplished through a blend of programs and services, some of which generate net revenues, e.g., ACRL professional development, especially its biennial conference, and others that the association expects to support, e.g., advocacy, member services, etc.

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

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

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

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

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

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

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

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

Like the world economy, higher education is rebounding but not without uncertainty. To fully understand higher ed's economic rebound, one must look at the pre-pandemic numbers. Before the pandemic, state spending on public colleges and universities was already well below historical levels prior to the Great Recession of 2008-09.⁸ *Insider Higher Ed* reported that, "State funding nationwide is nearly 9 percent below pre-Great Recession levels and 18 percent below where it was before the 2001 tech bust."⁹ Although "most Americans believe state spending for public universities and colleges has increased or at least held steady over the last 10 years," in fact, "states have collectively scaled back their annual higher education funding by \$9 billion during that time, when adjusted for inflation."¹⁰ Despite public perception, it is estimated that, "the financial impact of the pandemic on students and institutions would total at least \$120 billion."¹¹ Higher ed is considering and has implemented a number of cost savings measures, including tuition discounts to increase student enrollment and overall revenue, borrowing from endowments, and seeking additional federal and state funding.

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

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

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

⁸ Michael Mitchell et al., "Unkept Promises: State Cuts to Higher Education Threaten Access and Equity Reduced Quality," *Center on budget and Policy Priorities*, October 4, 2018, <https://www.cbpp.org/research/state-budget-and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and>. Accessed November 5, 2019.

⁹ Emma Whitford, "Public Higher Ed Funding Still Has Not Recovered From 2008 Recession," *Inside Higher Ed*, May 5, 2020, <https://www.insidehighered.com/news/2020/05/05/public-higher-education-worse-spot-ever-heading-recession>. Accessed September 11, 2020.

¹⁰ Jon Marcus, "Most Americans don't realize state funding for higher ed fell by billions," *The Hechinger Report*, February 26, 2019. <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>. Accessed November 5, 2019.

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

It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.”¹² In the last ten years, state funding has decreased by \$9 billion when adjusted for inflation, and “state appropriations per full-time student have fallen from an inflation-adjusted \$8,489 in 2007 to \$7,642 in 2017.”¹³ Decreased state funding is a trend, as funding for public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than \$7 billion below its 2008 level, after adjusting for inflation. Without considering inflation, state fiscal support for higher education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is “down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years.”¹⁴ “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.”¹⁵ 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.¹⁶ Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise¹⁷. Further complicating state funding decreases is the America’s College Promise Act of 2021, which proposes free community college for more than nine million students. If this legislation is passed, many states will need to increase institutional funding in order to participate in the program.¹⁸ In the coming year, there will be a greater need for coordinated advocacy from ALA, ACRL and other higher education associations for funding at the state level for public institutions.

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

¹² Luba Ostashevsky, “As economy rebounds, state funding for higher education isn’t bouncing back,” *PBS News Hour*, September 14, 2016, <http://www.pbs.org/newshour/updates/economy-rebounds-state-funding-higher-education-isnt-bouncing-back/>.

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

¹⁴ 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>.

¹⁵ 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

¹⁶ Ibid.

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

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

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

increase 2.64%, from 16.6 million to 17.0 million.²⁰ These numbers are somewhat disjointed with high school graduation rate projections, which show the number of high school graduates peaking at 3.9 million in 2025, then declining to 3.5 million in 2037.²¹ Further analysis on higher education trends is needed to understand NCES's projected increase against decreasing high school enrollment data.

Economic climate and academic libraries

Before and during the pandemic, ACRL membership numbers have been on a slow but steady decline, which is in part due to the closing of institutions that have an impact on both ACRL's organizational and personal members. According to NCES data, 53 postsecondary institutions closed in 2020, 236 in 2019, 86 in 2018, 112 in 2017.²² The pool of potential academic librarians as evidenced by MLIS degrees awarded drastically declined 37%, from 7,729 in 2011 to 4,843 in 2017, but has since increased slightly at 6.63%, from 4,843 in 2017 to 5,164 in 2019.²³ Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.^{24, 25} The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 9% increase job outlook, which is in line with the job outlook for all occupations.²⁶ Another factor that could influence the size of ACRL's membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists, and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while 1/3 of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.²⁷

²⁰ U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_303.70.asp

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

²² U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_317.50.asp?current=yes

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

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

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

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

²⁷ Russell Michalak, Monica D.T. Rysavy, and Trevor A. Dawes*, "What Degree Is Necessary to Lead? ARL Directors' Perceptions," *College & Research Libraries*, Vol. 80, N. 6, (2019). Accessed November 7, 2019. <https://crl.acrl.org/index.php/crl/article/view/23526/30835>

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

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

The FY23 budget will include traditional revenue streams (e.g., non-serial publications, ad sales, webinars). ACRL staff will continue to adapt to a post-pandemic environment by further exploring virtual offerings, when needed, for in-person events (e.g., ACRL Conference, RBMS Conference, RoadShows). ACRL staff will continue to look for new entrepreneurial ideas and revenue streams and consider cost savings throughout the year. As part of ALA's five-year pivot strategy³¹, FY23 is planned to be the second net neutral year for the organization. Strategies for ALA to achieve a net neutral by FY23 include a new revenue stream (data services), the rollout of the LibLearnX event, and testing public markets for Annual Conference.

²⁸ 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/>

²⁹ David Parker, "ATG Special Report — Industry Consolidation in the Information Services and Library Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, <http://www.against-the-grain.com/2016/07/industry-consolidation-report/>

³⁰ Stephen Bosch, Barbara Albee, & Sion Romaine. "Costs Outstrip Library Budgets | Periodicals Price Survey 2020" *Library Journal* April 14, 2020 <https://www.libraryjournal.com/?detailStory=Costs-Outstrip-Library-Budgets-Periodicals-Price-Survey-2020> Accessed October 31, 2020

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

In recent years, ACRL has been tasked by its Board and Budget & Finance Committee to spend down its net asset balance, and to look for appropriate opportunities to spend a portion of this net asset balance in strategic programs and services that benefit membership. Recent examples of such investments include the promotion of Project Outcome, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Through careful stewardship, the net asset balance, which had grown to \$5,002,115 at the beginning of FY16, has been reduced to \$3,247,098 (FY21 August preliminary close) through investments in strategic initiatives.

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

Because ACRL works to stay above the mandated operating reserve while still investing strategically in member programs and services, it will cease transfers to its long-term investment fund. If the Board and Budget Committee would like to resume these transfers in future years, there is a two-year notification requirement by ALA if ACRL wants to transfer more than \$50,000 to its LTI; transfers below \$49,999 do not require the two-year advance notification. Per the 2005 ACRL Board recommendation, the ACRL budget includes an LTI interest transfer (Project 3200) up to the maximum allowable amount. In FY19, ACRL transferred \$125,000 for FY19 and \$135,000 in FY20 in appreciation from its LTI to its operating budget to support strategic initiatives. Due to the outstanding performance of the virtual ACRL 2021 Conference, ACRL did not take the budgeted LTI interest transfer in FY21. The FY23 budget will include an interest transfer of \$135,000 from the endowment to the operating budget.

Choice FY23 Budget Assumptions

Business Environment

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

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

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

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

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

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

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

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

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

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

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

* * *

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

Strategic Realignment

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

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

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

Subscription Products

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

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

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

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

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

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

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

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

Third-party Licenses

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

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

Advertising and Sponsorships

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

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

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

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

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

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

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

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

Expenses

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

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

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

ACRL General Assumptions

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

Basic Budget Assumptions

1. All ALA and ACRL fiscal policies will be followed in the development of the budget.
2. The mandated reserve (as set by the ACRL Board, following ALA policy) for ACRL and *CHOICE* will be maintained.
3. Professional development offerings must be operated on a full cost-recovery basis.
4. Non-serial publications must be operated on a full cost-recovery basis.
5. Salaries and benefits for division staff will be equal to or less than 45% of the total operating budget using a 2-year average to match the swings in the operating budget.
6. Total administrative costs for the Division will be equal to or less than 60% of the total operating budget using a 2-year average to match the swings due to the ACRL Conference.
7. New projects that don't generate revenue will be charged to the membership services category.
8. Personnel allocations for salaries, benefits, and other related costs and office services, such as postage, copying, telephone, etc., will continue to be charged to the various programs as a percentage of the time spent on the programs.

Modified accrual accounting

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

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

Revenues

- + Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.

- + At least \$25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY23).
- + The Colleagues program has been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders continue to exceed expectations in the fundraising for the ACRL Conference. Other programs have been slightly more challenged, e.g., awards, as sponsors continue to look for more engagement with customers in return for their sponsorship. Staff will budget conservatively for donations related to specific projects. (Projects 3206, 3800, 3833, and 3835).
- + An estimated \$135,000 in income from the ACRL long-term investments will be recognized in the draft operations budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (Project 3200).

Expenses:

- Travel and communication costs will continue to increase and will be carefully monitored (all projects). Travel and administrative expenses were reduced based on prior year actuals.
- All current staff positions will be included in the budget. As of September 2020, ALA policy does not allow for the majority of vacant positions (possible exceptions: grant-funded, executive directors) to be filled, and if applicable, any vacancies will be a cost savings. Some funds will be budgeted for interns and temporary help.

Assumptions by Strategic Goal

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

Value of Academic Libraries

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

Objectives

1. Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.
4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.

Expenses

- \$1,000 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. (Project 3703)

Student Learning

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

Objectives

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

Expenses

- \$1,000 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (Project 3711).
- \$8,400 will be budgeted for maintenance and development of the Information Literacy Sandbox and \$2,400 for web hosting (Project 3711).
- One Immersion Program will be offered in FY23 either as an in-person or virtual program; this has yet to be determined by the Immersion facilitators who are currently discussing the program format. The program will break even or net a small profit. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (Project 3830)
- Funds will be budgeted for one Immersion facilitator observer for the non-regional Immersion Programs (Projects 3830).

Research and Scholarly Environment

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

Objectives

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

Expenses

- \$1,000 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (Project 3702)
- An additional \$29,257 is budgeted to pay the following:
 - \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)
 - \$6,750 for SPARC dues;

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

New Roles and Changing Landscapes

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

Objectives:

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

Expenses

- \$1,000 will be budgeted as a placeholder for new initiatives to support this goal, with an additional (project 3403).
- \$3,000 budgeted for updates to the Fostering Change Cohort curriculum and publication and potential reoffering (Project 3403).

Equity, Diversity and Inclusion

Revenues

- + \$21,750 in revenues from the ACRL Diversity Alliance will be budgeted. 58 institutions @ \$500. Number of institutions based on 75% of 2021 membership (Project 3402).
- + \$10,000 in partial revenue for subsidized RoadShow (Project 3402).

Expenses

- \$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee (Project 3402).
- \$1,500 in ongoing costs to support the ACRL Diversity Alliance (Project 3402).
- \$14,000 will be budgeted to support two ALA Spectrum Scholars. The B&F Committee and the Board recommended increasing support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).
- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. After a two-year pause, offer ACRL licensed workshops with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an estimated direct cost of \$16,750 total: \$9,250 travel = (2 presenters x 5 workshop locations) * (\$450 flight + \$300 hotel (\$200 * 1.5 nights) + \$100 2 days per diem + \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations) (Project 3402).

Enabling programs and services: Member Engagement

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

Membership Services***Revenues***

- + These are preliminary estimates based on partial FY21 data, and we are still waiting for more up-to-date info from ALA Membership, as well as tactics to grow membership. Membership revenues will be budgeted by first looking at FY21 July actual, the most current membership data available, then adjusted to reflect a small increase in FY22 (a non-conference year) and adjusted for an expected increase in FY23 (a conference year). As FY23 will be a conference year for ACRL, historically membership increases by 1.54%. Therefore, FY23 membership will be budgeted at a total membership of 8,340 paying members (and 8,523 total members). This reflects the 10.3% membership decrease in FY20, projected membership decrease of 6.1% decrease in FY21, and 1% increase in FY22 as ALA simplifies membership categories. ACRL may increase dues slightly in FY23 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership dues rate for FY23 will be based on FY22 HEPI. Staff will continue to adjust this recommendation based on the monthly membership reports and quarterly HEPI forecasts.

Expenses

- Membership benefits and support for member services will be strategically reviewed by the Board and Budget and Finance Committee in light of decreasing revenues and absent net asset balance spend down. (Project 3200)
- ACRL will budget \$3,000 to sponsor three ALA Emerging Leaders. (Project 3200).
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000
- Reduced to \$15,000 from \$25,000 for as yet unidentified strategic initiatives will be budgeted. (Project 3200-5350)

Board and Executive Committee***Expenses***

- Funds will be budgeted to support a suite for the ACRL President at Annual Conference—typically about \$340/night/5 nights. As ALA sunsets MW and business meetings do not take place in conjunction with the new LibLearnX event, a suite will not be budgeted (Project 3201).
- Funds estimated at \$63,022 will be budgeted for a FY22 Board Strategic Planning and Orientation Session (SPOS). Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees and the EDI Committee (Project 3201).

- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 (Project 3201).

Advisory services and consulting

Revenues

- + Consulting will continue to recover costs and yield a modest net of \$7,300. (Project 3203)

Discussion Groups

Expenses

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

Awards

Expenses

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

Chapters

Expenses

- Per member allocations to ACRL Chapters will be funded at \$1.00 per ACRL member residing in the state or region but budgeted based on historic usage of these funds which is below the maximum funding allowed. As ACRL looks to reduce expenses this area of expense reimbursement merits examination. Less than half of the chapters avail themselves of this funding. (Project 3207)
- Funds will be budgeted to support the ACRL Chapter Speakers Bureau program, which funds ten visits to ACRL chapters by ACRL officers. (Project 3207)
- Because no chapter has ever requested funds under this program since its inception, no funds will be allocated in the FY22 budget to implement the Board's policy to give \$10 to chapters for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal year after chapters document membership campaign activities focused on recruiting to ACRL national. If a chapter did undertake this activity, ACRL could fund this from the net asset balance.

Committees

Expenses

- Committees are allowed up to \$150 each. Based on historical requests, \$600 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 Sections and Interest Groups.

Sections

Expenses

- Expenses for sections will be budgeted using the section funding formula in place, a base allocation of \$1,000.00 with an additional \$0.75 per section member over 400 (as of August 31).
- Interest Groups are allowed up to \$150 each. Based on historical requests, \$1,500 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4

Liaisons to Higher Education Organizations

Expenses

- See Advocacy section.

Special Events

Expenses

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

Government Relations (Project 3704)

Expenses

- \$15,010 for Library Copyright Alliance (\$15,010 shown in Scholarly Communication Project 3702)
- \$4,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (*Project 3704*).
- \$2,000 for general travel to support legislative and policy advocacy (*Project 3704*).

Scholarships

Expenses

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

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

Annual Conference Programs

Expenses

- Financial support for ACRL’s ALA Annual Conference programs will be a total of \$7,150. (Project 3835)
- The President’s Program budget will be \$6,500. (Project 3835)
- Funds of \$200 will be budgeted for a front and back flyer that includes the award winners for the ACRL President’s Program. (Project 3835)

Enabling programs and services: Publications

Non-periodical publications

Revenues

- + In FY23, non-periodical publications will be able to recover costs and net a small excess total revenue based on the current list of books in progress and expanding backlist. (Project 3400)
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest for institutional e-book sales in FY23. (Project 3400)

Expenses

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

Library Statistics (Project 3202)

Revenues

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

Expenses

- We will budget \$21,000 in depreciation costs and \$21,500 as repayment to PLA to cover ACRL’s share of the rebuild cost in FY21. (Project 3202)

Standards and guidelines (Project 3204)

Revenues

- + Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY23 as well, unless there is a bigger than anticipated economic rebound and/or

RoadShows move back to an in-person model (RoadShows IUT costs of booklets for programs back to this line).

Expenses

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

C&RL (Project 3300)

Revenues

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

Expenses

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

C&RL News (Project 3302)

Overview

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

Revenues

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

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

Expenses

- A small amount of funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. (Project 3302)
- \$14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. (Project 3302)
- \$18,000 will be budgeted for ALA JobLIST's ongoing operating expenses, a monthly fee to the platform provider. (Project 3302)
- There will be no printing or mailing expenses in FY23 due to transition to online-only publishing model during FY22. (Project 3302)
- Online hosting expenses are anticipated to remain steady at FY21 actual/ FY22 budget levels. (Project 3302)

RBM (Project 3303)**Revenues**

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

Expenses

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

CHOICE

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

CHOICE Revenue

- + *Choice Reviews* subscription revenue will fall by 5%.
- + *Choice* magazine subscription revenue will fall by 20%; *Reviews on Cards*, by 15%
- + Subscriptions to *Resources for College Libraries* will be marginally higher than in FY21, at around \$125,000. RCL licensing will remain at \$10K for the use of RCL content in ProQuest's eBook Central, with an additional \$10K credited to Choice (3902) for OAT matches.
- + *ccAdvisor* will be depreciated at the close of FY22.
- + Advertising net revenues should increase by 2%-3%, with declining magazine advertising offsetting gains in sponsored content:
 - *Choice* magazine: 120,000
 - *Choice Reviews*: 35,000
 - Case studies and white papers: \$60,000
 - Podcasts: \$40,000
 - Newsletters and eblasts: \$225,000
 - Choice360 (including TIE): \$50,000
 - Webinars: 262,500
- + Royalties from licensing of *Choice Reviews* will remain at or slightly below current levels, to perhaps \$490K.

CHOICE Expenses

- Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
- All other direct expenses, with the exception of amortization of capitalized expenses, will remain consistent with FY22B, adjusted upward for 3% inflation.

CHOICE Bottom Line

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

Enabling programs and services: Education

ACRL 2023 Conference (Project 3801)

Revenues

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

- FY23 is an ACRL Conference year so total ACRL revenues will be approximately \$1.5 million to \$2.0 million dollars more than FY22 total revenues.
- ACRL 2023 is being planned as a hybrid conference with approximately 50-60% of attendees attending in-person and approximately 40-50% participating remotely. We anticipate the total number of paid registrants around 3,000, which is an 8 percent decrease from the average of the past four conferences which was 3,243.
- We will set the F2F and virtual-only registration fees in order to cover expenses and to have a budget with a projected net revenue similar to the FY19 net.
- ACRL 2023 exhibitor revenues will be budgeted with a modest decrease from 2019 (the last in-person ACRL Conference). The number of booths has been dropping since 2013 (327 booths actual 2019, 375 booths actual 2017, 386 booths actual 2015, 398 actual 2013), with a fairly large 48 booth drop from 2017 to 2019.
- ACRL 2023 sponsorship revenues will be budgeted around \$150,000-200,000 which is a 20-40% decrease from the usual \$250,000 goal. We expect fundraising to be challenging as we recover from the pandemic, as well tight budgets and ongoing company mergers.
- Because conference revenues have consistently met or exceeded budget for at least the last ten conferences, 100% of revenues will be recognized.

Expenses

- Staff are taking active steps to find cost-savings and reduce expenses when possible.
- The ACRL 2023 conference budget will include a modest amount of funds for “innovation” and/or new programs/services/accessibility which will enhance the hybrid conference experience.
- Scholarships will be budgeted as a “contra-expense” transfer from ACRL’s scholarship project and/or Friends Fund rather than shown as revenue.

Preconferences and workshops

Revenues

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

Expenses

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

Online learning (Project 3340)

Revenues

- + E-learning webcasts and courses will be developed and offered in FY23. Since FY23 is an ACRL Conference year, we don't anticipate an increase in the number of offerings from FY22 levels. We anticipate total revenues will be even or a little down from FY21 actuals due to the implementation of standardized online learning pricing being implemented across ALA . (Project 3340)
- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY21.
- + ACRL will continue to offer group registration discounts for e-Learning webcasts and special pricing for webcast series. (Project 3340)

Expenses

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

Licensed workshops (Project 3341)

Revenues

- We expect to resume licensing of full-day in-person workshops to institutions, chapters, and consortia upon request, though at reduced numbers from FY20. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship of Teaching and Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)
- ACRL will continue to offer virtual “Off-RoadShow” offerings based on the current workshop topics, developed in FY21/FY22. We project this to be a popular option for institutions and organizations unable to host an in-person workshop and to generate a modest net, making up for the reduced number of in-person workshops. (Project 3341)
- \$10,000 in partial revenue for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in the EDI section.

Expenses

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop at least one new workshop and hire new presenters in FY23, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.

- \$15,000 to support curriculum development of new workshops and curriculum refreshes of existing workshops, up from a reduced \$7,500 in FY22 but below pre-pandemic budget of \$20,000/year.
- Subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section.

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

- \$15,000 will be budgeted to support the work of ACRL's External Liaisons Committee (formerly Liaison Coordinating Committee) through its grants working group. (Project 3501).
- ACRL will continue organizational support Project COUNTER, CHEMA, EDUCAUSE (dropped EDUCAUSE Dues from draft budget saving \$2,000), FTRF, American Council of Learned Societies, National Humanities Alliance, and CNI. (Project 3501)
- Modest funding to support additional visits (as opportunities arise) to higher education organization conferences and meetings and those of information –related organizations will be included in the budget. (Project 3501)

Communication on major issues and trends in libraries and Higher Education

Expenses

- Continue membership in Library Copyright Alliance at direct cost of \$30,020 plus staff time. (Projects 3702 and 3704)
- Funds will be budgeted to support ACRL's advocacy efforts to influence legislative and public policy. (Projects 3702 and 3704)
- The full Board will participate in a virtual spring meeting but \$4,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (Project 3704)

Project Outcome (Project 3712)

Revenue

- + Project Outcome offers fee-based group accounts for consortia that may bring in revenue. Fees range from \$600 to \$5000 per group, depending on the number of institutions. There are likely to be fewer than 2 groups added in a year.
- + Revenue from training workshops will be budgeted at \$1750.
- + Revenue for sponsored webinars will be budgeted at \$5,000 (\$2,500 each for two webinars)
- + Revenue for new options (e.g. training kits, external partnerships, toolkit "resale")

Expenses

- \$60,550 will be budgeted for monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes \$250/month for Amazon Web Services, \$50 for Civilized Discourse Construction Kit, and \$225/month for Digital Divide Data Ventures. Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at \$3000/month).
- ACRL staff time of at least 15 hours/week to: provide customer service and technical support for Project Outcome users, act as staff liaison to the Project Outcome for Academic Libraries Editorial Board and organize new online learning opportunities.

Operations

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

Staff and office

Expenses—ACRL

- ACRL's staff budget will include full staffing at FY22 level.
- \$2,500 will be budgeted for temporary staff as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted. Budgeted funds for professional development and membership, business meetings, and general operational costs reduced.
- Removed Association of Fundraising Professionals (AFP) membership \$370.

Expenses—CHOICE

- See *Choice* expenses.

ALA Relationship

Overhead—ACRL

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

Overhead—CHOICE

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

[illegible]

Dear colleagues,

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

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

Maggie Farrell
ALA Treasurer and Executive Board Liaison

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

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

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

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

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

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

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

The ALA Executive Board adjourned into closed session.

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

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

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

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

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

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

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



Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2019.

Preamble

The strengths and capacities of ACRL have enabled the association to sustain exemplary programs and results for its members and to shape policies and practices of vital interest to higher education.

ACRL's Plan for Excellence continues that path and focuses attention on four areas that capitalize on our strengths, deliver high member value, and heighten our impact:

- Value of Academic Libraries
- Student Learning
- Research and Scholarly Environment
- New Roles and Changing Landscapes

These strategic areas will be supported by financial and operational planning, and will guide the development and implementation of programs and services that target education, advocacy and member engagement.

ACRL's leadership views strategic thinking and planning as an ongoing process. Adoption of this plan for excellence affirms the general intent and direction articulated by the association's core ideology, envisioned future, shorter-term goals, and objectives. Progress will be assessed annually and will guide the operational planning process. The plan for excellence will be updated based on achievement of the goals and their continued relevance as new needs and opportunities arise.

Timeless Core Ideology

Core Purpose

To lead academic and research librarians and libraries in advancing learning and scholarship.

Core Organizational Values

ACRL is committed to:

- visionary leadership, transformation, new ideas, and global perspectives
- exemplary service to members
- equity, diversity, and inclusion
- integrity and transparency
- continuous learning
- responsible stewardship of resources
- the values of higher education, intellectual freedom, the ALA Ethics policy, and "The Library Bill of Rights"

Core Commitment

ACRL is dedicated to creating diverse and inclusive communities in the Association and in academic and research libraries. This core commitment permeates the work of the Association, cutting across all ACRL sections, committees, interest and discussion groups, and communities of practice. The Association will acknowledge and address historical racial inequities; challenge oppressive systems within academic libraries; value different ways of knowing; and identify and work to eliminate barriers to equitable services, spaces, resources, and scholarship.

Long-term Envisioned Future Vision

Academic and research librarians and libraries are essential to a thriving global community of learners and scholars.

Vivid Description of a Desired Future

ACRL elevates the position, recognition, and impact of all academic and research libraries and librarians as catalysts in exceptional research and learning. Academic libraries play a critical role in building diverse, welcoming, and equitable communities; developing inclusive organizations, spaces and services; guarding against policies and practices that intentionally or unintentionally create racial inequalities; embodying diversity in the profession; and creating conditions so that all users are respected and supported in their intellectual dialogues and pursuits. Librarians and their colleagues design services that provide scholars and learners the unfettered ability to create, access, evaluate, and use knowledge. College and university students are information literate, informed scholars and citizens who value the opinions, perspectives, and experiences of others. Facile use of information sources and discovery techniques enables them to succeed in their coursework and future careers preparing them to lead new national and global initiatives. Partnering with academic librarians to collect and organize research data, faculty break new ground in their respective fields. Academic libraries, constantly transforming to meet the evolving needs of their campuses, are central to educational and research efforts.

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Five-Year Goals and Objectives

Value of Academic Libraries

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

Proposed Objectives:

1. Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.
2. Promote the impact and value of academic and research libraries to the higher education community.
3. Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.
4. Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.

Student Learning

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

Proposed Objectives:

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



Research and Scholarly Environment

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

Proposed Objectives:

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

New Roles and Changing Landscapes

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

Objectives:

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

