



Association of College and Research Libraries
Board of Directors Update 2021

ALA Annual Conference
Thursday, June 10, 2:00-4:00 pm CDT
[Join Zoom Meeting](#)

Board Update Agenda

Time	Item (Document number follows topic and presenter)
2:00–2:10 p.m. <i>Information</i>	1.0 Welcome/Introductions/Announcements (Cawthorne) <ul style="list-style-type: none"> • Welcome new Board members • Other?
2:10-2:30 p.m. <i>Information/Discussion</i>	2.0 Funding for the Future (Malenfant/Payne) #15.1 The Board will review financial planning documents and build on previous strategic discussions to consider goals for future fiscal years. The Board will continue this discussion during its June 30 Board II meeting.
2:30–3:15 p.m. <i>Information</i>	3.0 Goal-area Committee Updates (Cawthorne) #3.0 The Board will hear updates from the strategic goal-area committee chairs and have the opportunity to ask questions in order to assess progress toward Plan for Excellence goals. As there were no changes to the work plans, please see the MW21 packet (Docs 4.0–8.0) to reference.
2:30–2:45 p.m.	<ul style="list-style-type: none"> • New Roles and Changing Landscapes Committee (Erin T. Smith)
2:45–3:00 p.m.	<ul style="list-style-type: none"> • Student Learning and Information Literacy Committee (Alex R. Hodges)
3:00–3:15 p.m.	<ul style="list-style-type: none"> • Research and Scholarly Environment Committee (Charlotte Roh)

Time	Item (Document number follows topic and presenter)
3:15–3:45 p.m. <i>Information</i>	4.0 ALA Pivot Strategy (Tracie Hall) #14.0 ALA Executive Director Tracie Hall will follow-up on her ALA Pivot Strategy presentation that was given during the May ACRL Leadership Council and Membership Meeting. The Board will be invited to ask questions on the strategy.
3:45–4:00 p.m. <i>Information</i>	5.0 Executive Session (Hall/Cawthorne) The Board will hear an update on a new business opportunity and the ACRL Executive Director search.
4:00 p.m.	6.0 Adjournment (Cawthorne)

Upcoming Meetings @ ALA Annual 2021

- [Board of Directors Meeting I](#): Wednesday, June 23, 2:00-4:00 p.m. CDT
- [Board of Directors Meeting II](#): Wednesday, June 30, 2:00-4:00 p.m. CDT

Dates to Save

- [ALA Annual Conference & Exhibition Virtual](#), June 23-29, 2021
 - ACRL Fall Executive Meeting 2021*, location & date TBD
 - [ALA LibLearnX](#), San Antonio, TX, PA: January 21-24, 2022
 - ACRL Spring Executive Meeting 2022*, location & date TBD
 - ALA Annual Conference, Washington, DC: June 23-28, 2022
- *(Only Executive Committee members attend, but the full Board will be sent meeting documents, and asked for comments.)

Board Ground Rules

Approved Fall Board Meeting, November 16, 2018

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

Make knowledge-based decisions using these four questions:

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision?*
2. What do we know about the current realities and evolving dynamics of our members' marketplace/industry/profession that is relevant to this decision?*

3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?*
 4. What are the ethical implications of this decision?
- *What do you wish that you knew, but don't?

Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

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

1. Purpose

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

2. Guidelines

Board members who engage with social media agree to do so in a professional manner and to act in accordance with the Board's Ground Rules, which are reviewed and updated each year at the Strategic Planning and Orientation Retreat. The following guidelines are intended to assist Board members in determining what type of social media posts are appropriate. Board members may:

- a. use their personal social media accounts to share Board information;
- b. share information/discussions and distinguish/label personal opinions clearly as their own;
- c. include general summaries of Board discussions without including specific comments or attributing those comments to individual Board members
- d. Once vote is taken, support decision in line with Board responsibilities;
- e. report on action items;
- f. leverage social media to gather feedback from members.

3. Responsibilities

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

- a. Twitter posts should use the #acrlboard hashtag, along with any individual hashtag(s) for specific discussions.
- b. Board members initiating discussion on social media should summarize and report member responses back to the Board promptly.

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

Association of College and Research Libraries

Board of Directors Meeting I

ALA Annual Conference

Wednesday, June 23, 2021

2:00–4:00 p.m. CDT

[Join Zoom Meeting](#)

Board I Agenda

Time	Item	(Document number follows topic and presenter)
2:00–2:03 p.m.	1.0	Welcome/Call to order (Cawthorne)
2:03–2:05 p.m.	2.0	Opening remarks/review of ground rules (Cawthorne)
2:05–2:07 p.m.	3.0	Adoption of the Agenda (Cawthorne)
Action		
2:07–2:10 p.m.	4.0	Consent Agenda (Cawthorne)
Action		<p>[In order to allocate more Board time to the matters of highest priority, it is recommended that we develop a consent agenda for more routine matters on which there is little perceived need for debate or on which more meaningful debate will take place in other forums and need not be repeated in the Board's discussions. We will act on these items as a group. Any item may be removed from the consent agenda if any member of the Board of Directors requests separate consideration of the item. Any separate agenda item can be suggested for inclusion in the consent agenda.]</p> <p>The following items are placed on the consent agenda.</p> <p>Confirmation of Virtual Votes #2.0</p> <ul style="list-style-type: none"> • ACRL Standards • MW21 Proceedings <p>New Consent Agenda Items</p> <ol style="list-style-type: none"> 1. Renewal of the Academic Library Services to International Students Interest Group #2.1, #2.1a, #2.1b 2. Renewal of the Image Resource Interest Group #2.2, #2.2a, #2.2b 3. Renewal of the Virtual Worlds Interest Group #2.3, #2.3a 4. Renewal of the Health Sciences Interest Group #2.4, #2.4a, #2.4b 5. 2021 ACRL Legislative Agenda #2.5, #2.5a 6. Renewal of the Residency Interest Group #2.6, #2.6a, #2.6b 7. Renewal, New Name and Charge of the Systematic Reviews and Related Methods Interest Group #2.7, #2.7a, #2.7b 8. Renewal of the Universal Accessibility Interest Group #2.8, #2.8a, #2.8b 9. Withdraw Statement on Library Leadership Positions #2.9

Time	Item (Document number follows topic and presenter)
	10. Guidelines for Women’s and Gender Studies Information Literacy #2.10, #2.10a, #2.10b 11. Companion Document to the ACRL Framework for Information Literacy: Politics, Policy and International Relations (PPIRS) #2.11, #2.11a, #2.11b 12. Companion Document to the ACRL Framework for Information Literacy: Social Work (EBSS) #2.12, #2.12a, #2.12b 13. Committee Composition for Student Learning and Information Literacy Committee (SLILC) #2.13
2:10–2:40 p.m. Information	5.0 Goal-area Committee Updates (Cawthorne) #3.0 The Board will hear updates from the strategic goal-area committee chairs and have the opportunity to ask questions in order to assess progress toward Plan for Excellence goals. As there were no changes to the work plans, please see the MW21 packet (Docs 4.0–8.0) to reference.
2:10–2:25 p.m. 2:25–2:40 p.m.	<ul style="list-style-type: none"> • Equity, Diversity and Inclusion Committee (Mary Beth Lock) • Value of Academic Libraries Committee (Amanda L. Folk)
2:40–2:55 p.m.	6.0 Budget and Finance (Allen)
2:40–2:45 p.m.	<ul style="list-style-type: none"> • FY20 4th Quarter Report (Allen) #5.0, #5.1 The Board will have an opportunity to ask questions about the unaudited FY20 4th quarter report.
2:45–2:55 p.m.	<ul style="list-style-type: none"> • FY21 2nd Quarter Report and Projections (Allen) #6.0, #6.1 The Board will have the opportunity to ask questions regarding the FY21 2nd quarter report, FY21 projections, and related documents. The Board will also receive a brief update on the performance of the ACRL 2021 Virtual Conference.
2:55–3:10 p.m. Information	7.0 Officers’ Reports & Report Out from Board Update Written reports submitted. Highlights may be given, and questions will be taken at this time. A report out of guest updates from Board Update will be given for the minutes. <ul style="list-style-type: none"> • President’s Report (Cawthorne) #1.1 • Vice-President’s Report (Garrison) #1.2 • Past-President’s Report (Munro) #1.3 • Councilor’s Report (Bryant) #1.4 • Executive Director’s Plan for Excellence Activities Report (Malenfant) #1.5, #1.6
3:10–3:40 p.m. Information	8.0 ALA Treasurer & Board Liaison Update (Maggie Farrell) ALA Treasurer and ALA Executive Board Liaison will share information from ALA and take questions and address topics of interest to the ACRL Board. Farrell will also give an update on the ALA Operating Agreement Work Group .

Time	Item (Document number follows topic and presenter)
3:40–4:00 p.m. Information	9.0 Open Microphone (Cawthorne) Per ACRL policy, the final thirty minutes of the first Board meeting is set aside for an "open microphone" session when any ACRL member may address the Board. Due to the shortened Board meeting time, the final twenty minutes have been reserved. If more time is needed, an additional ten minutes will be added to Board II.
4:00 p.m. Action	10.0 Adjournment (Cawthorne)

Upcoming Meetings @ ALA Annual 2021

- [Board of Directors Meeting II](#): Wednesday, June 30, 2:00-4:00 p.m. CDT

Board Ground Rules

Approved Fall Board Meeting, November 16, 2018

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

Make knowledge-based decisions using these four questions:

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

Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

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

1. Purpose

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

2. Guidelines

Board members who engage with social media agree to do so in a professional manner and to act in accordance with the Board's Ground Rules, which are reviewed and updated each year at the Strategic Planning and Orientation Retreat. The following guidelines are intended to assist Board members in determining what type of social media posts are appropriate. Board members may:

- a. use their personal social media accounts to share Board information;
- b. share information/discussions and distinguish/label personal opinions clearly as their own;
- c. include general summaries of Board discussions without including specific comments or attributing those comments to individual Board members
- d. Once vote is taken, support decision in line with Board responsibilities;
- e. report on action items;
- f. leverage social media to gather feedback from members.

3. Responsibilities

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

- a. Twitter posts should use the #acrlboard hashtag, along with any individual hashtag(s) for specific discussions.
- b. Board members initiating discussion on social media should summarize and report member responses back to the Board promptly.

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

Dates to Save

- [ALA Annual Conference & Exhibition Virtual](#), June 23-29, 2021
 - ACRL Fall Executive Meeting 2021*, location & date TBD
 - [ALA LibLearnX](#), San Antonio, TX, PA: January 21-24, 2022
 - ACRL Spring Executive Meeting 2022*, location & date TBD
 - ALA Annual Conference, Washington, DC: June 23-28, 2022
- *(Only Executive Committee members attend, but the full Board will be sent meeting documents, and asked for comments.)

Association of College and Research Libraries

Board of Directors Meeting II

ALA Annual Conference

Wednesday, June 30, 2021

2:00–4:00 p.m. CDT

[Join Zoom Meeting](#)

Board II Agenda

Time	Item	(Document number follows topic and presenter)
2:00–2:01 p.m.	11.0	Call to order (Cawthorne)
2:01–2:04 p.m. Information	12.0	Opening remarks (Cawthorne)
2:04–2:05 p.m. Action	13.0	Adoption of Agenda II (Cawthorne)
2:05–2:15 p.m. Discussion/Information	14.0	New Business (Cawthorne) The Board will discuss New Business items identified by the Board during Board Update or Board I.
2:15–2:35 p.m. Discussion	15.0	FY22 Preliminary Budget and Future Funding (Allen) #7.0, #7.1, #13.0, #13.1, #15.0, #15.1, #16.0, #17.0, #18.0 Continuing the conversation from Board Update’s “Funding for the Future,” the Board will review and discuss and make recommendations on the preliminary FY22 budget and future funding. Later this summer, the Board will review the final FY22 budget and take action on the Budget and Finance Committee’s recommendation.
2:35–2:50 p.m. Discussion	16.0	Joint Board/B&F EDI Working Group (Allen) #9.0 ACRL Budget and Finance Chair Carolyn Allen will give an interim update on the working group’s progress.
2:50–3:20 p.m. Discussion	17.0	Priority Setting (Karen Brown) #12.0, #12.1 The Board will discuss outcomes of June 3 priority setting meeting to identify a narrow set of priorities that should guide the work of ACRL in the short term – (i.e., next 18-24 months). The Board will affirm priorities and determine next steps for implementation (amending committee workplan format).

Time	Item	(Document number follows topic and presenter)
3:20–3:30 p.m. Information/Discussion	18.0	Councilor's Report (Bryant) The Board will receive an update on ALA Council activities at Annual Conference.
3:30–3:40 p.m.	19.0	Recognition of outgoing Board members (Cawthorne) <ul style="list-style-type: none"> • Karen Munro • Jeanne R. Davidson • Kelly Gordon Jacobsma
3:40–4:00 p.m.	20.0	Executive Session (Cawthorne) <ul style="list-style-type: none"> • Interim ACRL Executive Director Review #8.0 • Publications in Librarianship Editor Appointment #10.0, #10.1, #10.2 • C&RL Editor Appointment #11.0, #11.1, #11.2
4:00 p.m.	21.0	Passing of the gavel (Cawthorne)
4:00 p.m. Action	22.0	Adjournment (Garrison)

Board Ground Rules

Approved Fall Board Meeting, November 16, 2018

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

Make knowledge-based decisions using these four questions:

1. What do you know about our members/prospective members/customers—needs, wants, and preferences, that is relevant to this decision?*
2. What do we know about the current realities and evolving dynamics of our members' marketplace/industry/profession that is relevant to this decision?*
3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?*
4. What are the ethical implications of this decision?

*What do you wish that you knew, but don't?

Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

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

1. Purpose

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

2. Guidelines

Board members who engage with social media agree to do so in a professional manner and to act in accordance with the Board's Ground Rules, which are reviewed and updated each year at the Strategic Planning and Orientation Retreat. The following guidelines are intended to assist Board members in determining what type of social media posts are appropriate. Board members may:

- a. use their personal social media accounts to share Board information;
- b. share information/discussions and distinguish/label personal opinions clearly as their own;
- c. include general summaries of Board discussions without including specific comments or attributing those comments to individual Board members
- d. Once vote is taken, support decision in line with Board responsibilities;
- e. report on action items;
- f. leverage social media to gather feedback from members.

3. Responsibilities

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

- a. Twitter posts should use the #acrlboard hashtag, along with any individual hashtag(s) for specific discussions.
- b. Board members initiating discussion on social media should summarize and report member responses back to the Board promptly.

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

Dates to Save

- ACRL Fall Executive Meeting 2021*, location & date TBD
- [ALA LibLearnX](#), San Antonio, TX, PA: January 21-24, 2022
- ACRL Spring Executive Meeting 2022*, location & date TBD
- ALA Annual Conference, Washington, DC: June 23-28, 2022

*(Only Executive Committee members attend, but the full Board will be sent meeting documents, and asked for comments.)

ACRL Board of Directors Annual Conference 2021

Each document is bookmarked within the PDF.

Red = Pending

Blue = New Documents

Black = Included in Packet

Document Inventory

Doc #	Document Description
Doc 1.1	ACRL President's Report
Doc 1.2	ACRL Vice-president's Report
Doc 1.3	ACRL Past President's Report
Doc 1.4	ACRL Councilor's Report
Doc 1.5	Executive Director's Report – Plan for Excellence Activity Report
Doc 1.6	Executive Director's Report – Key Performance Indicators
Doc 2.0	Board action form: Confirmation of Virtual Votes MW21 to AC21
Doc 2.1	Board action form: Renewal of the Academic Library Services to International Students Interest Group (ALSISIG)
Doc 2.1a	ALSISIG Petition Form
Doc 2.1b	ALSISIG Procedures
Doc 2.2	Board action form: Renewal of the Image Resource Interest Group (IRIG)
Doc 2.2a	IRIG Petition Form
Doc 2.2b	IRIG Procedures
Doc 2.3	Board action form: Renewal of the Virtual Worlds Interest Group (VWIG)
Doc 2.3a	VWIG Petition Form
Doc 2.4	Board action form: Renewal of the Health Sciences Interest Group (HSIG)
Doc 2.4a	HSIG Petition Form
Doc 2.4b	HSIG Procedures
Doc 2.5	Board action form: 2021 ACRL Legislative Agenda
Doc 2.5a	2021 ACRL Legislative Agenda
Doc 2.6	Board action form: Renewal of the Residency Interest Group (RIG)
Doc 2.6a	RIG Petition Form
Doc 2.6b	RIG Teams and Roles
Doc 2.7	Board action form: Renewal and Name Change of the Systematic Reviews and Related Methods Interest Group (SRRMIG)
Doc 2.7a	SRRMIG Petition Form
Doc 2.7b	SRRMIG Procedures
Doc 2.8	Board action form: Renewal of the Universal Accessibility Interest Group (UAIG)
Doc 2.8a	UAIG Petition Form
Doc 2.8b	UAIG Procedures
Doc 2.9	Board action form: Withdraw Statement on Library Leadership Positions

Doc #	Document Description
Doc 2.10	Board action form: Guidelines for Women's and Gender Studies Information Literacy
Doc 2.10a	Guidelines for Women's and Gender Studies Information Literacy
Doc 2.10b	Transmittal Guidelines for Women's and Gender Studies Information Literacy
Doc 2.11	Board action form: PPIRS Companion Document to the ACRL Framework for Information Literacy
Doc 2.11a	PPIRS Companion Document to the ACRL Framework for Information Literacy
Doc 2.11b	Transmittal PPIRS Companion Document to the ACRL Framework for Information Literacy
Doc 2.12	Board action form: Social Work: Companion Document to the ACRL Framework
Doc 2.12a	Social Work: Companion Document to the ACRL Framework
Doc 2.12b	Transmittal Social Work: Companion Document to the ACRL Framework
Doc 2.13	Board action form: Committee Composition for Student Learning and Information Literacy Committee
Doc 3.0	ACRL Plan for Excellence
Doc 4.0	ACRL 2021 Evaluation Report (sent via email)
Doc 5.0	FY20 4 th Quarter Memo
Doc 5.1	FY20 4 th Quarter Report
Doc 6.0	FY21 2 nd Quarter Memo & Projections
Doc 6.1	FY21 2 nd Quarter Report
Doc 7.0	FY22 Preliminary Budget Memo: ACRL and Choice
Doc 7.1	FY22 Preliminary Budget ACRL
Doc 7.2	FY22 Preliminary Budget Choice
Doc 8.0	ACRL ED Performance Review Form
Doc 9.0	Recent ACRL Activities that Support the Core Commitment to EDI
Doc 10.0	Board action form: Publications in Librarianship Editor Appointment (confidential)
Doc 10.1	PIL Editor Application (confidential)
Doc 10.2	PIL Editor Posting
Doc 11.0	Board action form: C&RL Editor Appointment (confidential)
Doc 11.1	C&RL Editor Application (confidential)
Doc 11.2	C&RL Editor Posting
Doc 12.0	Board discussion form: Priority Setting
Doc 12.1	ALA Pivot Strategy
Doc 13.0	Board discussion form: Funding for the Future
Doc 13.1	Funding for the Future: Major ACRL Expenses
Doc 14.0	ACRL Leadership Council & Membership Meeting Breakout Session Responses
Doc 15.0	ACRL Five-year Budget Plan Memo
Doc 15.1	ACRL Five-year Budget Plan
Doc 16.0	FY22 Budget Assumptions
Doc 17.0	ACRL Budget and Finance Committee Reserve Recommendations
Doc 18.0	ACRL Reserves at CHEMA Associations' Reserve Levels

FYI Documents

FYI #	Document Description
FYI-1	Task Force Status Chart
FYI-2	Board Working Group Status Chart
FYI-3	MW21 Division-level Committee Meeting Minutes
FYI-4	AC21 Division-level Committee Meeting Agendas
FYI-5	ALA Executive Board Agenda
FYI-6	ACRL Board Liaisons 2021–2022
FYI-7	ACRL 2021 Virtual Conference Report
FYI-8	ACRL Election Results Comparison 2011-2021
FYI-9	Awards Task Force Interim Report

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



ACRL Officer Report

Position: Vice President/President Elect

Name: Julie Garrison

Report period: January – May, 2021

Date submitted: June 3, 2021

Strategic priority activities

- Appointed taskforce members to review ACRL awards program
- Appointed ACRL President's Program Committee

Ambassador activities

- Attended Loyola Marymount University's ACRL Excellence in Libraries virtual award reception
- Attended ACRL Virtual Conference, "visited" exhibitor booths and engaged in the online platform

Association service

- Completed the committee appointments process working with the Appointments Committee and ACRL staff
- Assisted Interim ACRL Executive Director in preparing the agenda and materials for the spring Leadership Council/Membership meeting
- Attended ACRL Presidents Calls most Fridays
- Serving on the ACRL Executive Director search panel

Press coverage

- *C&RL News* Election Results announcement and statement as incoming President

Upcoming scheduled activities

- ACRL Board of Director Meetings - June 10, 23, 30
- ACRL Budget and Finance Committee – June 28
- ALA Joint BARC & F&A Meeting – June 25
- PBA/Division Leadership Meeting – June 27

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



ACRL Officer Report

Position: **Past President**

Name: **Karen Munro**

Report period: **March – June 2021**

Date submitted: **June 2, 2021**

Strategic priority activities

- Participate on search committee for ACRL Executive Director
- Join ALA governance meetings as possible and strategic

Association service

- Thanks to ACRL donors
- Participate in planning ACRL meetings at ALA Annual conference
- Weekly presidents' and ED meetings

Upcoming scheduled activities

- ALA Annual conference, June 24-29, 2021

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



ACRL Officer Report

Position: ACRL Division Councilor

Name: Jacquelyn A. Bryant

Report period: January 2021- June 2021

Date submitted: June 8, 2021

Strategic priority activities

- Joint Budget Analysis & Review Committee (BARC) / Finance & Audit (F&A) Committee (1/19)
- ACRL Virtual Board Update (1/25)
- ACRL Virtual Board Meetings (1/27, 1/29)
- Joint Board/Budget and Finance Meetings (2/2, 2/4)
- ACRL Board Priority Setting Meeting (6/3)
- Participated in Board discussions/votes as needed

Ambassador activities

- Made thank you call to ACRL member donor (3/11)

Association service

- ALA Council Meetings (1/1, 1/24, 1/26)
- ALA Council Fora (1/22, 1/24-1/25)
- ACRL Board Social (3/1)
- ACRL Executive Director candidate presentation (3/8)
- ACRL Professional Values Committee Meetings (March, April)
- Reviewed Government Relations Committee's Legislative Agenda draft (March)
- ACRL Virtual Conference (April)
- ALA Council Forward Together Resolutions Work Group Information Sessions (April 29, May 4, June 7-8)
-

Upcoming scheduled activities

- ACRL Board Update (6/10)
- Division Councilors (6/11)
- ALA Annual Conference
- ACRL Board of Directors Meetings @ ALA Annual Conference

Association of College & Research Libraries
225 N. Michigan Ave., Suite 1300, Chicago, IL 60601
800-545-2433, ext. 2523
acrl@ala.org; <http://www.acrl.org>



Plan for Excellence Quarterly Activity Report (PEAR) Report Period: January 8 – May 31, 2021

This is the third-quarter report of a cumulative report for FY2021. Data format:

- New entries are in regular font.
- Previously reported entries are in *italic*.

Strategic Goal Areas

Value of Academic Libraries

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

Objective 1: Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.

- *The VAL Committee launched the Learning Analytics Toolkit, with ongoing updates and revisions underway.*

Objective 2: Promote the impact and value of academic and research libraries to the higher education community.

- *The VAL Committee is monitoring the final round of Library Impact Grant recipients and planning presentations about their work in an ACRL Online Forum discussion this spring.*

Objective 3: Expand professional development opportunities for assessment and advocacy of the contributions towards impact of academic libraries.

- Project Outcome for Academic Libraries has 3,690 users as of May 27, 2021. To date, 617 academic libraries have created surveys and collected 72,671 responses.
 - Two new resources were developed and published in the toolkit: “Measuring Virtual Programs” and “Impact Measurement Beyond Outcomes”
 - The Assessment in Action Roadshow co-sponsored a webinar with Project Outcome Editorial Board on February 23, 2021 (see [session recording](#)).
 - “[Using Project Outcome to Assess Online Library Instruction](#)” poster created by toolkit users for ACRL DOLS virtual poster session

Objective 4: Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.

- In early 2021, the VAL Committee launched its [Equity & Social Justice Spotlight Series](#) on ACRL Insider with profiles of librarians discussing what it means to integrate equity and social justice into our practice and assessment, as well as how they are working toward that goal. The committee continues collecting profiles.

Student Learning

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

Objective 1: Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.

- The ACRL Framework Sandbox received 57,493 total page views from September 1, 2020 – May 11, 2021. The Sandbox now provides access to 272 resources. 49 resources were added since September 1, 2020 and 87 new contributor accounts were added during the same time period. The three most popular resources to date (based on download counts) are: (1) Research Question Generator (downloaded 11,356 times); (2) The Blueprint for Hip Hop Information Literacy (downloaded 4,842 times); (3) Teaching Information Literacy Threshold Concepts: Determining the Relevance and Reliability of Information Sources (downloaded 2,945 times).
- VAL/SLILC are co-sponsoring a ALA Annual Conference session, "A Critical Conversation about Assessment of Student Learning in Academic Libraries," in June 2021.
- SLILC sponsored an online forum, May 25, 2021, titled "Open Educational Practices Showcase."
- With leadership from the Student Learning and Information Literacy Committee's Publications Team additional articles have been published for the C&RL News column, "Perspectives on the Framework." The May 2021 issue included ["Overdue: Incorporating social justice into the Framework for Information Literacy for Higher Education."](#) The March 2021 issue featured ["Transforming theory into practice: Creating student-centered instructional activities rooted in the Framework."](#) The January 2021 issue contained ["No need to go big: Teaching Framework concepts with small teaching."](#) The November 2020 issue contained ["Constructing authority: Using the ACRL Framework to connect with underserved students."](#)
- SLILC hosted a 2021 Midwinter Discussion Forum on Feb. 10, 2021, "Ask the Room: Open and Inclusive Pedagogies from and Beyond Your Living Room."
- SLIC is working with presenter teams for [Engaging with the Framework](#) and [Scholarship of Teaching and Learning](#) to continue integration of EDI content into the curriculum, as well as to consider the feasibility of creating a new Roadshow for inclusive teaching practices.
- SLIC is soliciting a call for proposals for the ACRL New Publications Advisory Board-approved book proposal for [Equitable & Inclusive Pedagogy](#).

Objective 2: Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.

- The National Survey of Student Engagement (NSSE) information Literacy Module Review Task Force conducted a focus group in April 2021 and discussed the facilitator's report on May 7, 2021. The Task Force also met with Ashley Findley, AAC&U Vice President of Research and

Senior Advisor to the President, on May 24, 2021 and discussed plans for revising the existing IL rubric. This complements a conversation Interim ED Malenfant had in May 10 Kate McConnell AAC&U's Vice President for Curricular and Pedagogical Innovation and Executive Director of VALUE. AAC&U is beginning to look for interested partners to work on revision and for funding sources.

- *The National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force is making good progress on developing a conceptual framework as a basis for improving the IL module. One of their initial recommendations is that Project Outcome be further developed to allow users to tag assessments as high-impact practices (HIPs).*

Research and Scholarly Environment

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

Objective 1: Increase the ways ACRL is an advocate and model for more representative and inclusive ways of knowing.

- Scholarly Communications Research Grant Recipients contributed a pre-recorded panel discussion of their work, "Open and Equitable Scholarly Communications: New Research from ACRL Grant Recipients" at ACRL 2021 Virtual.
- *The period for project activities undertaken by the seven recipients of ACRL's first Scholarly Communications Research Grants (up to \$5,000 each for work that contributes to more inclusive systems of scholarly communications in areas suggested by the 2019 report Open and Equitable Scholarly Communications: Creating a More Inclusive Future) closed on November 30, 2020. Final grant reports are due June 18, 2021, to allow time for dissemination and reflection before the final report is due. Dissemination funds of \$1500 per recipient are available through August 31, 2021.*

Objective 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.

- The Scholarly Communication RoadShow team presented their "Off-RoadShow" three-part live webcast series in May 2021.
- The ACRL RoadShow "Building Your Research Data Management Toolkit: Integrating RDM into Your Liaison Work" has been converted for a digital environment and is available to be licensed to institutions, chapters, and consortia for a customized online experience.
- In May 2021, ACRL and SPARC collaborated on a free Negotiations 101 Workshop focused on providing a better foundation for librarians tasked with negotiating on behalf of their library.
- *Presenters from the ACRL RoadShow "Scholarly Communication: From Understanding to Engagement" have adapted their curriculum for a three-part live webcast series, to be presented in February 2021.*

Objective 3: Increase ACRL's efforts to influence and advocate for more open and equitable dissemination policies and practices.

- See below under advocacy for coalition work with the Library Copyright Alliance.

New Roles and Changing Landscapes

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

Objective 1: Deepen ACRL's advocacy and support for the full range of the academic library workforce.

- NRCL's user experience subgroup presented their lightning talk-style ACRL Presents webcast "Let's Keep Doing This! Found UX Opportunities in the Midst of the Pandemic" on February 18, 2021 to nearly 200 attendees.
- *NRCL has a subgroup dedicated to their next topical constellation area, user experience/anthropology. Members of the subgroup are hosting an ACRL Presents webcast tentatively titled "User Experience Lightning Talks" on February 18, 2021, in which members of the subgroup will each have about 5 minutes to discuss a solution they've found to a specific, current user experience problem.*

Objective 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.

- The Open Educational Resources (OER) and Affordability RoadShow team presented their "Off-RoadShow" three-part live webcast series in February and March 2021, over Open Education Week 2021.
- ACRL with NRCL released a call for facilitators for the Fostering Change Cohort in March 2021, looking to add up to two new facilitators with experience with and/or knowledge of equity-centered design or participatory design, inclusive and/or anti-racist change strategies, and facilitation experience with a preference for those trained in anti-oppressive techniques. NRCL and the facilitators interviewed three candidates in May 2021; it's also been decided to push the cohort back to September through December 2021 and increase from 6 weeks to 12 to give the new facilitator more time to contribute to the program development, and cohort participants more time to work with each other.
- *NRCL's OER subgroup approved the final curriculum for the new ACRL RoadShow "Open Educational Resources (OER) and Affordability" in December 2020. Presenters for the RoadShow have adapted their curriculum for a three-part live webcast series, to be presented in February and March 2021.*
- *Phase two of NRCL's "Fostering Change" project, following publication of the open access guide and an ACRL Presents webcast, is a paid virtual cohort tentatively called the "ACRL Fostering Change Incubator." Facilitators sent a brief survey to attendees of the ACRL Presents webcast about the cohort to gather information about topics of interest and preferred digital platforms; it closed December 18, 2020. Members of NRCL's change subgroup met with the cohort facilitators on January 12, 2021, to solidify the design of the cohort and begin development of the application process. The first cohort is tentatively expected to launch in May 2021.*

Objective 3: Increase diversity, cultivate equity, and nurture inclusion in the academic library workforce.

- *Mary Beth Lock, chair of the Equity, Diversity, and Inclusion Committee, is joining NRCL for their January 29, 2021 meeting to discuss the projects each committee has in the works, areas of overlap and gaps, and what they might work on together.*

Core Commitment to Equity, Diversity and Inclusion (EDI)

Activities supporting the Core Commitment are listed by goal area or enabling programs and services. Activities that directly support the Core Commitment or do not fit within another category are listed here.

- The ALA/ACRL/ARL/PLA Cultural Proficiencies for Racial Equity Framework Task Force presented an update at the ACRL 2021 Conference. In May 2021, a Framework Development Working Group, composed of task force members and facilitated by Christina Fuller-Gregory, Assistant Director of Libraries, SC Governor's School for the Arts and Humanities, will be developing the first draft of the Framework. The Framework Development Working Group is meeting weekly and meets with the full Task Force monthly to ensure their input is incorporated into the draft Framework. A session, [Cultural Proficiencies for Racial Equity Framework: An Update](#), is scheduled for June 27, 2021, from 10:30 AM – 11:30 AM CT at the ALA Annual Conference.
- Members of the EDI Committee are in conversation with the Standards Committee about reviewing existing ACRL Standards, Guidelines, and Frameworks with an eye towards EDI as well as options for possible amendment of the procedures for updating and creating standards.
- The ACRL Equity, Diversity and Inclusion Committee held two ACRL Presents sessions: Cultures of Collecting: Sustaining Diversity, Equity and Inclusion in Collection Development ([YouTube recording](#)) on May 27, 2021 and ACRL Presents: An Insider's Guide to Preparing for Promotion: the Good, the Bad and the Ugly ([YouTube recording](#)) on March 9, 2021.
- The ACRL EDI Committee's on-demand program, [How We Are Marching: EDI Efforts Across ACRL](#), will be held as part of the virtual ALA Annual Conference.
- ACRL is a platinum sponsor of the HBCU Library Alliance 9th Membership Meeting, and the ACRL EDI Committee will submit a shortened version of its on-demand program, How We Are Marching: EDI Efforts Across ACRL.
- The ACRL Leadership Council and Membership Meeting, held May 24, 2021, included updates on ACRL's EDI activities from ACRL EDI Committee Chair Mary Beth Lock and ACRL Budget and Finance Chair Carolyn Allen.
- The ACRL Diversity Alliance Task Force co-chairs held a virtual meeting to convene residency coordinators on April 20, 2021 and May 11, 2021 to allow coordinators to meet and discuss strengths and weaknesses of their residency programs.
- The 2020 ACRL Academic Library Trends & Statistics Survey received more than 1,700 responses to a special trends section on EDI. The data will be available June 1, 2021 to ACRL Metrics subscribers and presented as part of the ALA Annual Conference (an on-demand [session](#)).
- The Publications Coordinating Committee is presenting the program "Diversity in Scholarly Publishing" as a prerecorded panel session at the 2021 ALA Annual Conference.
- ACRL 2021 conference planning included measures to support ACRL's core commitment to equity, diversity, and inclusion. Activities included: participation limits to allow as many individuals as possible to present, a call for participation equity statement, an

acknowledgement of the land and water where we originally intended to gather, use of an optional strategy called progressive stacking for asking questions that is intended to give marginalized voices a chance to speak (particularly in an environment where there is a dominant group), and a statement on site selection affirming our commitment to making conferences inclusive and accessible.

- ACRL 2021 registration rates included discounts for non-salaried, retired, and student participants and pronoun fields were included for profiles. Speakers were also given *Tips for Accessible Presentations* and Equity, Diversity, and Inclusion recorded resources before preparing presentations. Furthermore:
 - 65 conference programs (21%) selected Equity, Diversity, and Inclusion as their primary tag.
 - 91.32% of evaluation respondents indicated conference programs “very effectively” or “somewhat effectively” addressed their needs concerning Equity, Diversity, and Inclusion.
 - 91.60% of respondents agreed that the virtual conference provided a welcoming, inclusive, and engaging environment.
- *In November 2020, the Board approved for the EDI Committee to distribute 50 BIPOC ALA/ACRL memberships. The EDI Committee is finalizing the Call for Volunteers and criteria for a launch in early 2021. The EDI Committee issued a call for applications (143 applied) in January 2021 then selected and notified applicants in time for them to register for the ACRL 2021 Virtual Conference at the member rate. The committee also held a well-received welcome session for those awarded memberships.*
- An ACRL Joint Board/B&F Working Group is reviewing with a financial lens how ACRL is supporting its Core Commitment, and what gaps might need addressed.
- *ACRL Diversity Alliance renewals were sent in early December. Renewals are expected to be processed through early 2021. As of January 11, there are 23 institutional members.*
- *The [ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force](#) will complete its third and final work session to identify the goals of the forthcoming EDI framework. In the spring/summer, the task force plans to draft the Framework and seek comments from the academic and public library community.*

Enabling programs and services activities

The regularly recurring operations relevant to the ability of ACRL to lead academic and research librarians and libraries in advancing learning and scholarship are reported below.

Advocacy

Strengthening partnerships with other organizations

- Together with ARL and ALA, as part of the Library Copyright Alliance, took the following actions:
 - On May 10, 2021, submitted reply comments on regulations implementing the Copyright Alternative in Small-Claims Enforcement (“CASE”) Act.

- On April 26, 2021, submitted comments on the Copyright Alternative in Small-Claims Enforcement (“CASE”) Act to the Copyright Office.
- On March 17, 2021, sent a letter to Ambassador Katherine Tai requesting a return to the Obama-Biden Administration policy of protecting and promoting fair use rights in international copyright policy.
- On March 10, 2021, submitted reply comments to Class 5 Oppositions.
- On March 5, 2021, submitted Comments on “Digital Copyright Act of 2021” discussion draft.
- *On December 29, 2020, issued a statement on the impact of two copyright provisions in the omnibus spending bill—extending felony penalties to illicit streaming and establishing a small claims tribunal for copyright infringement—on libraries and library users.*
- *On December 22, 2020, issued a statement expressing serious concerns with the discussion draft of the Digital Copyright Act of 2021 released by Senator Thom Tillis, chairman of the Senate Judiciary Subcommittee on Intellectual Property.*
- *On December 1, 2020, responded to Chairman Tillis’s questions regarding a possible Digital Millennium Copyright Act reform bill.*

Education

Immersion Institutes

- The in-person Immersion Program that was scheduled for August 2021 has been cancelled due to the pandemic. The Immersion Facilitator team is currently working on models for online professional development to be offered during late summer or early fall 2021 in lieu of the F2F program.

Licensed Workshops

- In-person workshops remain on hold. Two new virtual workshops are now available for institutions to host on request: “[Engaging with the ACRL Framework](#)” and “[Building Your RDM Toolkit](#).” Pilot “[Off-RoadShow](#)” webcast series covering scholarly communication and OER were also offered in the winter and spring, with more robust iterations on the horizon. Additional offerings are in development covering assessment, the scholarship of teaching and learning, and the ACRL Standards for Libraries in Higher Education.
- *In-person workshops are on hold until it is safe to resume large gatherings and travel. RoadShow teams are working to develop online offerings in the interim, which includes webcast series, online courses, and other models. We anticipate being able to offer several of these in FY21.*

ACRL Conference

The ACRL 2021 Conference, “Ascending into an Open Future,” originally planned for Seattle, took place as a virtual-only event April 13 - 16, 2021. Chaired by Beth McNeil, ACRL 2021 featured more than 300 live and on-demand programs on topics such as open access, information literacy, collection development, collaboration, equity, diversity, and inclusion, and social justice. The theme and the content of the event generated tremendous interest and Beth and her committee deserve to be congratulated on the largest ACRL Virtual event ever.

3,274 individuals registered for the ACRL 2021 Virtual Conference, a 5.5% increase from ACRL 2019 in Cleveland. Coupled with 387 exhibitors representing 93 companies, ACRL 2021’s **total attendance** was 3661 individuals.

- 1,296 individuals (39%) were **first-time attendees**
- 790 individuals (22%) were part of a **group of 10 or more attendees** from the same institution
- Conference attendees represented all 50 states and 25 countries

Overall, the conference registration numbers were much more similar to face-to-face event numbers than anticipated. We attribute this to the event’s solid reputation for content, more affordable and easier access virtually, and continuing efforts to deliver good value and effectively market the event. Exhibitor participation was about half of face-to-face in terms of number of companies participating, and we understand this is not unusual for virtual events, and exceeded our exhibit manager’s expectations of about 30% participation.

77.25% of evaluation respondents characterized their experience at ACRL 2021 as either “very positive” (24.22%) or “positive” (53.05%). Additionally, nearly **three-quarters** (74%) of respondents would recommend the ACRL Conference to a colleague.

ACRL 2021 featured 308 conference programs, with about one-third of programs offered as live or semi-live programs, while two-thirds were made available as on-demand programs. With the addition of social and wellness events, 362 scheduled sessions were offered as part of ACRL 2021.

Keynote speakers included writer, sociologist, and MacArthur Fellow Dr. Tressie McMillan Cottom and data journalist, writer, illustrator, and producer Mona Chalabi. Invited presenters included Kaetrena Davis Kendrick, Dean of Ida Jane Dacus Library, and Louise Pettus Archives & Special Collections at Winthrop University; Jennifer Brown, Jennifer Ferretti, and Charlotte Roh, administrators of We Here, an online community for Black, Indigenous, and people of color (BIPOC) in LIS professions and educational programs; and Meredith Clark, Assistant Professor of Media Studies at the University of Virginia, whose research interests include Black Twitter, cancel culture, and systemic racism in US news media.

Conference attendees received access to session recordings through May 13, 2021. Additionally, ten of the most-liked conference programs were made freely available on the ACRL website post-conference.

As a result of stronger than anticipated registration, exhibits, and sponsorships, coupled with expense savings, the ACRL 2021 Virtual Conference is projected to be a financial success with an anticipated net on par with past in person conferences.

Conferences, Preconferences and workshops

- The RBMS Conference typically has about 500 participants and 40 bookseller companies participate when it is a face-to-face event. This year's theme of *Power, Resistance and Leadership* in the virtual format has generated record-breaking interest and we look forward to welcoming over 690 registrants (as of 6/01/21) and 59 bookseller companies to the largest-ever RBMS conference. The event will critically examine the existing power structures that have shaped and continue to impact special collections and archives.
- *The RBMS Conference will occur as a virtual-only event this summer. The content from the cancelled 2020 RBMS Conference will be reprised and all speakers and scholarship recipients will be invited to participate. The RBMS 2020 Committees received an offer to extend their appointments and the original RBMS 2021 leadership graciously agreed to delay their appointments until the RBMS 2022 event.*

Annual Conference Programs

- The deadline for 2022 program proposals is in September, 2021 (waiting for ALA to confirm exact date). Program proposals will be submitted via a centralized submission site for all ALA Divisions, RoundTables, Committees, and Offices.
- Planning is ongoing for ACRL's 19 programs at the 2021 ALA Virtual Annual Conference (one program withdrew). The President's Program and one other ACRL program will take place live during the conference. The remaining ACRL programs were pre-recorded and will be offered on-demand.
- *ACRL received 45 proposals for 2021 Annual Conference programs. In October, the ACRL Professional Development Committee reviewed and ranked all proposals and the top 20 were sent to ALA Conference Services, who typically handle the notifications in December. However, the decision was made to hold off on notifying all proposal submitters until the structure and format of the 2021 conference is decided upon whether virtual or in-person, which should be in early February. All submitters received a notice informing them of this update.*

Project Outcome for Academic Libraries

- Between January 8, 2021 and May 27, 2021, we offered 2 private, paid e-learning sessions and 2 free, publicly available webinars. The public webinars reached a combined total of 265 people live, and the recordings have been viewed 435 times. (For POAL activity beyond education, see above VAL goal 3.)

Online learning (see additional webinars in the CHOICE section of this report)

- ACRL offered the following e-Learning events:

Title	Type	Date	Individual Reg	Group Reg	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Virtualizing Makerspaces and Technology Services: Leveraging Virtual Student Workers and Peer-to-Peer Software	Webcast	1/28/21	10	2	100%	96%	67%	6
Digital Scholarship Partnerships: Engaging Faculty and Students across Diverse Disciplines	Webcast	2/17/21	11	2	67%	84%	20%	5
Open Educational Resources Part One	Webcast	2/24/21	16	9	89%	86%	54%	27
Open Educational Resources Part Two	Webcast	3/3/21	16	9	90%	88%	53%	19
Open Educational Resources Part Three	Webcast	3/10/21	16	9	75%	80%	41%	13
Scholarly Communication Off-RoadShow Part One	Webcast	4/29/21	28	20	85%	92%	50%	32
Leading from the Middle: Changing approaches to library leadership and communication	Course	5/3/21	12	*in progress				
Scholarly Communication Off-RoadShow Part Two	Webcast	5/6/21	28	20	72%	88%	39%	18
Scholarly Communication Off-RoadShow Part Three	Webcast	5/13/21	28	20	100%	98%	60%	15

Member Engagement

Membership units/Governance

- In early December, the [ACRL Volunteer Call for Volunteers](#) launched and marketed widely through ACRL communication channels. Applications for division-level committees, sections, and editorial boards will be due February 12, 2021.
- On November 16, 2020 the Board approved:
 - The dissolution of the MLA International Bibliography in Academic Libraries Discussion Group.
 - The dissolution of the LIS Collection Discussion Group.
 - The Librarianship in For-Profit Educational Institutions Interest Groups transition from an Interest Group to a Discussion Group.

Awards

- Julia Gelfand was named the 2021 Academic/Research Librarian of the Year. The three recipients of the Excellence in Academic Libraries Awards were Davidson College (college category), Tulsa Community College (community college category), and Loyola Marymount University (university category). A full list of ACRL award recipients, including section awards, is available on the [ACRL website](#).
- The ACRL Board of Directors approved a pause to the 2022 Awards Program and formed a task force to review the program. During this review period, ACRL will not promote or jury any of its annual awards, and award committees will instead work with and provide input to a [task force](#) charged to make recommendations for the program's future. This pause provides an opportunity to fully assess the awards program's impact on the profession, future sustainability, and connection to ACRL's core commitment to equity, diversity, and inclusion.
- The task force is moving rapidly to review the awards program and address the questions in its charge, with a final report expected in November 2021.
- *Nominations were received for 19 awards. Most committees will review nominations and make selections in late January/early February.*
- *Award committee chairs, section chairs, Board liaisons, and ACRL staff convened at a discussion in mid-December to discuss the future of ACRL's awards program and a possible one-year pause to the program in FY 2022. The Board will consider the proposed pause during in January, with a task force potentially appointed as soon as February 2021, and a pause for the 2022 awards season.*

Membership

The following informal update was provided by the ALA Member Relations and Services Office on April 9, 2021.

- ALA's membership is just above 52,000--a 12% decline from 2020 and a 9% decline when compared to the same time in 2019. We are moving into a time of year where our membership numbers typically decline so we can expect that trend to continue; however, we are hopeful that catching up on payment processing and the extended early bird Annual Conference registration deadline may instead result in an increase in April.
- Division and round table memberships followed the ALA trend and both had slight increases this month in total. ACRL membership is up 1.1% (9,205) over FY20.
- ALA reports that regular membership has declined 10.2% over FY20 and library support staff membership is down 14.2%. Student membership has increased 9.2%.

The following informal update was provided by the ALA Member Relations and Services Office on January 7, 2021.

- *Based on informal data, ALA's membership is at a 7% decline from 2019 and an 8% decline when compared to the same time in 2018. This was an expected decline due to the impact of COVID-19 on library employment and we expect that this trend will continue for the near future before member counts stabilize.*
- *In December, ALA membership counts usually decrease by approximately 300-500 members. It was a bit of good news to see a less than normal decrease of only 127 members (-0.2%).*

- *Division memberships currently total 44,155 which is a slight decrease from last month. All divisions experienced a decline in membership ranging from 0.3% - 2.7% when comparing November to December. We can no longer do year-over-year comparisons because of the Core merger.*
- *ALA's recent membership trend has been to see a decline in Regular Members, and an increase in Student Members. These trends have continued over the past year, and we expect them to continue. We are excited to see such growth and engagement in our Student Members, especially through the joint student membership program with ALA chapters; however, conversion of Student Members to Regular Members will be essential to the long-term success as an organization. Retaining Regular Members, the largest and highest paying personal membership category, is imperative.*

Special events at ALA Conferences

- *A number of sections plan to host free virtual happy hour events around the time of AC21.*
- *A number of sections plan to host free virtual happy hour events around the time of Midwinter.*
- *At this time, most sections are holding off on making solid Annual Conference event plans as they wait to hear what the format of the conference will be this coming year.*

Consulting services

- *Initiated discussion with a large, research university library to prepare a proposal for strategic planning assistance, May 2021.*
- *Continued providing support to PLA Census Data Literacy effort by developing and facilitating "Data That Counts" webinar, preparing Census Data Literacy Resource Guide, and planning "Building Business Know-How Through Data Literacy" webinar, February-May 2021.*
- *External library reviews for two small private colleges conducted (virtually) and preparation of reports is in process, April-May 2021.*
- *Developed materials to support the new "Regenerating the Academic Library" service designed to help institutions address organizational development needs surfaced by the COVID-19 pandemic, including planning of a webcast, January-May 2021.*
- *One external library review report for a private small university was completed, March 12, 2021. Strategic planning work for a medium-size public university library completed, February 1, 2021.*
- *Strategic planning work for a client was completed December 15, 2020.*
- *Strategic planning work for a client is continuing.*
- *Continued providing support to ALA Census 2020 efforts with reports of ALA Census activities completed and articles about the work of libraries to promote the 2020 Census.*
- *One external review was conducted (virtually) and report preparation is in process.*
- *Initiated planning of a new consulting service to help institutions address organizational development needs surfaced by the COVID-19 pandemic.*

Fundraising

- Since September 1, 2020, the Friends of ACRL has received \$21,346 from 258 donors (including 74 first-time donors). Friends of ACRL funded 93 ACRL 2021 Conference scholarships (\$24,008) and met 100% of the need. The Advancement Fund now totals \$29,637; the ACRL Conference Scholarship Fund has a balance of \$32,529; and the the RBMS Scholarship Fund stands at \$26,173.
- *Since September 1, 2020, the Friends of ACRL has received \$11,637 from 126 donors (including 28 new donors). The Advancement Fund stands at \$27,054; the ACRL Conference Scholarship Fund has \$52,016, and the RBMS Scholarship Fund has \$23,768. The Giving Tuesday campaign received donations from 107 donors.*

Publications

COVID-19 Publications

- C&RL News published the following articles related to the pandemic in the February-May issues: [“Adapting to a remote life: Using a work environment at home to our advantage at University of North Florida Special Collections,”](#) [“Surging virtual reference services: COVID-19 a game changer,”](#) [“Virtually hired: Why I can’t wait to meet my colleagues after working with them for six months,”](#) and [“COVID-19, collections, and collaboration: Promoting inclusivity from the ground up.”](#)
- C&RL News published the following articles related to the pandemic in the November-January issues: [“Caring for our colleagues: Wellness and support strategies for remote library teams,”](#) [“Academic libraries and research in flux: Global conversations in times of COVID-19,”](#) and [“From peril to promise: The academic library post-COVID-19.”](#)

Non-periodical Publications

Six additional new titles have published in calendar year 2021:

- [The Teaching with Primary Sources Cookbook](#), edited by Julie M. Porterfield
- [Training Research Consultants: A Guide for Academic Libraries](#), edited by Mary K. O’Kelly and Jennifer Torreano
- [Open Educational Resources: CLIPP #45](#), compiled and written by Mary Francis, published in print and as an open access electronic edition
- [Academic Library Job Descriptions: CLIPP #46](#), compiled by Kathleen Baril and Jennifer Donley
- [Creativity: A Toolkit for Academic Libraries](#), by Nancy Falciani-White
- [Leading Together: Academic Library Consortia and Advocacy](#), by Irene M. H. Herold

The next title to publish will be:

- *Stories of Open: Opening Peer Review through Narrative Inquiry (Publications in Librarianship #76), by Emily Ford*

Five new titles have published through January 2021:

- *Reflections on Practitioner Research: A Practical Guide for Information Professionals, edited by Lee Ann Fullington, Brandon K. West, and Frans Abarillo*
- *The Library Outreach Cookbook, edited by Ryan L. Sittler and Terra J. Rogerson*
- *Student Wellness and Academic Libraries: Case Studies and Activities for Promoting Health and Success, edited by Sara Holder and Amber Lannon*

- *Faculty-Librarian Collaborations: Integrating the Information Literacy Framework into Disciplinary Courses*, edited by Michael Stoepel, Livia Piotto, Xan Goodman, and Samantha Godbey
- *Approaches to Liaison Librarianship: Innovations in Organization and Engagement*, edited by Robin Canuel and Chad Crichton

The next title to publish will be:

- *Training Research Consultants: A Guide for Academic Libraries*, edited by Mary K. O’Kelly and Jennifer Torreano

Library Statistics

- The 2020 ACRL Academic Library Trends and Statistics Survey closed on April 28, 2021 with more than 1,700 academic libraries responding.
- *The 2020 ACRL Academic Library Trends and Statistics Survey is in the field and will close on February 28, 2021. As of this writing, 158 libraries have completed the survey.*

Standards and Guidelines

- The ACRL Board of Directors approved revised versions of the association’s [A Standard for the Appointment, Promotion and Tenure of Academic Librarians](#); [ACRL Standards for Academic Librarians without Faculty Status](#); and [ACRL Standards for Faculty for Academic Librarians](#) in April 2021.
- A new [ACRL Framework for Impactful Scholarship and Metrics](#) was approved by the Board at its Fall 2020 meeting.
- See EDI section (page 4) for update on the ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force.

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Framework for Information Literacy for Higher Education Stats					
Online visits	27,033	25,084	25,998		71,115
Print distribution	0	0	10		10
Standards for Libraries in Higher Education Stats					
Online visits	4,845	3,941	4,518		13,313
Print distribution	0	0	0		0
ACRL Insider Stats					

ACRL AC21 Doc 1.5

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Posts	43	54	66		163
Page Views	17,734	28,700	46,707		93,141
ACRLog Stats					
Posts	15	18	13		46
Page Views	19,365	23,394	25,016		67,775
ACRL TechConnect Stats					
Posts	0	0	0		0
Page Views	91	NA	NA		91
VAL Blog Stats					
Posts	0	0	0		0
Page Views	1,637	1,530	1,474		4,641
College & Research Libraries					
Online Access Stats (total access across content formats)	373,548	367,096	355,248		1,095,892
C&RL News					
Online Access Stats (total access across content formats)	362,019	376,819	343,784		1,082,622
RBM					

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online Access Stats (total access across content formats)	32,666	26,492	28,026		87,184
Social Media					
Facebook Followers	8,324	NA	8,385		
Twitter Followers	21,475	NA	21,937		
Pinterest Followers	400	NA	403		
Instagram Followers	1,143	NA	1,242		
YouTube Followers	1,768	NA	1,980		

College & Research Libraries

- Issues published on a regular schedule.
- In June 2021, C&RL published a special issue on the evolving role of academic librarians, featuring articles highlighting the ways in which librarians assert their expertise and engage with the changing environment while modelling professional values, excellence in service, intellectual humility, agility and patience.
- A recommendation for C&RL editor-designate was made by the search committee to PCC. PCC voted to approve the recommendation, which is pending Board of Directors consideration at their June meetings.
- *The search committee for the next C&RL editor, composed of editorial board and PCC members, posted the call for nominations/applications in December 2020 with a deadline of January 29, 2021. The goal is to have the new editor approved by the Board by the end of June 2021 so they can work with the current editor for a year as editor-designate before taking over the editorship in July 2022.*

C&RL News

- Issues published on a regular schedule.
- C&RL News, will adopt an online-only publication model beginning in January 2022. The December 2021 issue will be the final print issue of the magazine. The ACRL Board of Directors and C&RL News editor-in-chief sought input from the Budget & Finance Committee, C&RL News

Editorial Board, ACRL Publications Coordinating Committee, ACRL Membership Committee, and ACRL Section Membership Committee on a variety of potential publication models for the magazine. These representative groups of the ACRL membership agreed that the transition to an online-only model is in the best interest of the publication and association moving forward.

- *The editor-in-chief is working with constituency groups on a proposal for the future of C&RL News in print for the Board's January 2021 meeting. The editor-in-chief presented a preliminary overview of information related to the magazine's print model at the Board's fall meeting and received instructions to continue the process and make recommendations.*

RBM

- Issues published on a regular schedule.
- RBM launched a new reviews portal this winter. The online portal is an extension of the Reviews section in the biannual print issues of RBM and expands the journal's capacity for reviews beyond the limitations of print page count.

Operations

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

Staff

- The call for applications for the position of ACRL Executive Director was re-posted on April 9, 2021, and the search committee will be meeting on June 1, 2021 to review applicants.
- *In early December, Tory Ondrla completed "Virtual Event and Meeting Management," a 6-week professional development course which carries 20 Certified Meeting Professional (CMP) hours and is recognized by the Events Industry Council. Her new knowledge provides valuable improvements to planning for the ACRL 2021 virtual conference.*
- *In November 2020, Gena Parsons-Diamond was promoted from Program Coordinator to Program Officer. In her new role, she will be the staff liaison for Project Outcome.*
- *The call for applications for the position of ACRL Executive Director was posted on October 9, 2020. Telephone screening of semi-final candidates has been completed and will be ready for review by the search committee at their next meeting scheduled for after the ALA Midwinter meeting.*

ACRL Staff & ALA

- ACRL Program Manager for Strategic Initiatives Allison Payne will be serving on the ALA Equity, Diversity and Inclusion cross-functional team.
- ACRL Interim Executive Director Kara Malenfant continues to serve as a staff member of the ALA Operating Agreement Working Group.
- ACRL Program Coordinator Lauren Carlton continues to serve on a staff group to support ALA Connect. Lauren attends bi-weekly Connect meetings with ALA staff as the ACRL staff representative. She tracks new features to relay to ACRL staff and members, helps manage privacy settings of ACRL Connect spaces and has been working to set up discussion lists in Connect to provide a smooth transition for ACRL members from Sympa to ALA Connect.

- ACRL Content Strategist Erin Nevius is serving on the stakeholder group helping to identify and transition to a new warehousing and fulfillment vendor for sales of ALA books, posters, promotional items, and physical awards seals as our current vendor, PBD, is ceasing those operations in June 2021.
- ALA continues implementing furloughs across all units, offices, and divisions this fiscal year. With minor exception for alternate dates, all ALA, ACRL, and Choice staff were on furlough March 14-20, 2021 and will be on furlough July 11-17, 2021.
- *All ALA employees were furloughed the weeks of October 11-17, 2020; and December 20-26, 2020.*

CHOICE

January–May 2021

The first five months of 2021 witnessed a burst of activity at Choice, as we launched a new content vertical, made significant strides in improving our management of data, hosted seventeen (!) webinars attracting thirteen thousand attendees, initiated a series of sponsored case studies, managed the transition to a new fulfillment system, added 1,605 reviews to the *Choice Reviews* database, fortified the Career Resources section of *Resources for College Libraries* with over a thousand new listings, and broadcast five Authority File podcasts in twenty episodes.

AY2020-21 YTD	
Choice360	215,897 page views
<i>Choice Reviews</i>	623,803 page views
Webinars (35)	43,228 registrants; 20,765 attendees
Podcasts	11,695 downloads
Newsletters	19,804 subscribers
Choice Media Channel	132,193 video screenings

Toward Inclusive Excellence

As we noted in previous reports, Choice has embarked on a new editorial initiative, the goal of which is to publish important and timely work in the area of racial and social justice. Through weekly blog posts, as well as podcasts and webinars, Toward Inclusive Excellence (TIE) aims to intentionally construct new pathways within the broader DEIA discourse in higher education. Contributors and interviewees include administrators at every level, faculty across the disciplines, researchers, students, and library, museum, and archival professionals. Together the program will explore a range of topics to address DEIA through a pedagogical, scholarly, curatorial, and workplace/professional lens.

The TIE blog (<https://www.choice360.org/toward-inclusive-excellence/>) launched on 24 March with an introductory post by its editor, Alexia Hudson-Ward, Associate Director of Research and Learning, Massachusetts Institute of Technology (MIT) Libraries. During that first week of launch we promoted the new program via ACRL Insider, ALA EDIgest, ALA News, Choice eblasts, social media posts (Twitter, Facebook, LinkedIn, and Instagram), digital ads, blurbs in numerous Choice e-newsletters, and with highlighted placement on Choice360's home page. Subsequent weekly posts have addressed a range of diverse topics, including: "The Missed Moment to Elevate Open Access as a DEIA Imperative",

“Addressing Academia’s Hidden Curriculum of Unspoken ‘Norms’”, and “Trans-Inclusion in DEIA /s DEIA.”

The first of the TIE webinars was held on 18 May. Titled “Equitable Staffing Models in the Current and Post-Pandemic Landscape,” the webcast was a roundtable discussion held by Ms. Hudson-Ward; Theresa Byrd, Dean of the University Library, University of San Diego; Elaine Westbrook, Vice Provost for University Libraries and University Librarian, University of North Carolina at Chapel Hill; Chris Bourg, Director of MIT Libraries; and Terry Snyder, Librarian of the College, Haverford College. Underwritten by a grant from GOBI Library Solutions, the webinar was attended by 825 people during the live screening.

While our initial launch has driven a good amount of web traffic to Choice360.org, generated robust social media activity, and garnered 1,539 registrations for the webinar, we continue to find ways to expand our reach among academic faculty and administration interested in DEIA topics, particularly through advertising with select higher-education publications.

Choice Reviews and Choice magazine

During the period, Choice reviewers and editors added 1,605 reviews to the *Choice Reviews* database.

- Number of reviews as of 30 May 2021: 218,428
- *Choice Reviews*: Subscribing Institutions: 880. Registered users: 12,585
- *Choice* magazine: Subscribing Institutions: 540

TABLE 1: CHOICE REVIEWS USAGE STATISTICS, AY2020-21 YTD

	Sessions	Page Views	Searches	Readings	Unique Reviews Read
Sep	9,527	66,608	33,450	37,364	13,181
Oct	12,313	79,462	39,378	44,019	14,051
Nov	11,631	73,443	36,177	39,897	13,888
Dec	8,021	58,039	29,585	32,184	11,200
Jan	7,414	55,301	27,346	35,747	10,717
Feb	8,431	76,354	39,462	42,062	13,937
Mar	10,212	85,137	44,745	45,059	13,485
Apr	9,180	72,446	36,950	43,922	13,308
May	6,884	57,013	30,098	32,259	10,841
TOTAL YTD	83,613	623,803	317,191	352,513	114,608

Choice Reviews usage during the first year of the pandemic (March 2020 to February 2021) was lower than that of the same period a year earlier (March 2019 to February 2020). Year-over-year sessions fell by 19%; page views by 29%; searches by 30%, review readings by 31%, and unique reviews read by 8%. What makes this even more significant is that during the sequestration, subscribers to *Choice* magazine were given twelve months of free access to *Choice Reviews* to compensate for their inability to retrieve physical mail from their libraries. This alone should have resulted in a net gain in sessions, page views, and so forth. At the conclusion of the year, magazine subscribers were offered the opportunity to add

Choice Reviews to their print subscription for \$79.00. To date, four people have taken advantage of this offer.

In short, the gain that some publishers have reported in usage of their digital publications during the sequestration period was not enjoyed by *Choice Reviews*.

On a more positive note, in conjunction with our social justice initiative, Choice has introduced a new series of feature-length reviews (1,500 words) of important and timely racial and social justice titles. The reviews will appear in the print issue of *Choice*, online at *Choicereviews.org* and on *Choice360.org*. Though the scope of these reviews will be broader than that applied to our standard 190-word reviews, many of the guidelines regarding what to focus on will remain the same, with additional consideration for how the text under review sheds light on racist systems and racial inequities or proposes means of dismantling them. Our intent is to feature important works on racial justice that will be of use to undergraduates and faculty researching racism and racial inequalities from new perspectives. These works will include titles that may be considered adjacent to traditional monographic output but nonetheless are important for inclusion in scholarly contexts. The first review of the series, of *The Sum of Us*, by Heather McGhee (<https://www.choice360.org/choice-pick/the-fallacy-of-lost-status-heather-mcghee-examines-racisms-universal-harm/>), was published in May.

Choice-ACRL Webinars

In the period January to May, Choice hosted 16 sponsored webinars and one virtual “live event,” totaling 26,540 total registrations and 12,985 attendees overall. The live event, titled “*When You Picture a Scientist, Who Do You See?*,” featuring an appearance by Nobel laureate Jennifer Doudna, brought in 9,079 of those registrations and 4,674 of those attendees. The average among the traditional webinars was 1,658 registrants and 811 attendees. The best-attended webinar was “Lessons in Diversity, Equity and Inclusion from Public Libraries: Managing Change from Where You Are” (2,137 registrants, 1,196 attendees).

TABLE 2: CHOICE/ACRL SPONSORED WEBINARS, JANUARY–MAY 2021

Date	Sponsor	Title	Regs	Parts
1/12/2021	OECD	Impacts of COVID-19: How STI systems responded to the crisis, and the challenges that lie ahead	1,881	876
1/27/2021	Springer	Best Practices in Defining a Collection Development Strategy and Evaluating Business Models for eBooks	1,094	544
1/28/2021	ProQuest	Lessons in Diversity, Equity and Inclusion from Public Libraries: Managing Change from Where You Are	2,137	1,196
2/23/2021	Ex Libris	Partnering with your institution's Senior Research Officer: An in-depth review by Ithaka S+R	653	329
2/25/2020	ProQuest	Transforming Course Reserves to Improve Learning and Faculty Engagement	1,717	968
3/9/2020	OverDrive	How Miami Dade College's digital library supports remote learning during COVID-19	690	297
3/23/2021	EBSCO/AMS	A Librarian's Guide to MathSciNet	603	324
3/24/2021	ProQuest	When You <i>Picture a Scientist</i> , Who Do You See?	9,079	4,674
3/30/2021	Infobase	Closing the Gaps with Professional Development: Strategies to Support Educators in a Changing Learning Environment	570	200
4/6/2021	Springer Nature	Elevating Women in Science	866	392
4/20/2021	ProQuest	Enhancing Digital Access to Course and Library Materials	1,297	647
5/6/2021	ProQuest	Meeting the Urgent Need for E-Resources for Remote and Hybrid Environments	846	334
5/11/2021	BibliU	From the Other Side of the Pond: How US & UK University Libraries can learn from each other	874	419
5/18/2021	GOBI	Equitable Staffing Models in the Current and Post-Pandemic Landscape	1,539	825
5/20/2021	Scholarly Networks	Gone Phishing: Service Continuity after a Cyber Attack	676	336
5/25/2021	OECD	A Green Transition: Ensuring a Fair and Equitable Recovery	1,265	310
5/26/2021	EBSCO	Managing your library with FOLIO, the all-new Library Services Platform	753	314

Podcasts

The Authority File

Choice's podcast, The Authority File, continues to post strong numbers, with a current average of 1,299 downloads per month.

TABLE 3: AUTHORITY FILE AUDIENCE, AY2020-21 YTD

Month	Downloads
September '20	2,744
October '20	1,111
November '20	1,435
December '20	1,074
January '21	914
February '21	1,069
March '21	864
April '21	919
May '21	1,565
Total	11,695
Avg.	1,299

January Libraries and Archives in the Digital Age**Presenter:** Susan Mizruchi

- 174 Background, Forum, and Fruition
- 175 Let's Talk Politics
- 176 Navigating the Flood of Information
- 177 The Value of Collaboration

February *'Membering Austin Clarke***Presenter:** Paul Barrett

- 178 The Personality and Culture behind the Writer
- 179 Not Your Typical Monograph
- 180 Looking at (Writing) Style
- 181 Rewriting Modern Literature

March MIT Press's Direct to Open**Presenters:** Gregory Eow and Emily Farrell

- 182 Exploratory Phase No More
- 183 Determining Success and Incentives
- 184 Bridging the Library and Press Divide
- 185 Changing Conditions in the Scholarly Ecosystem

April The Queer Evangelist**Presenter** Reverend Cheri DiNovo

- 186 "It's Been Quite a Life"
- 187 Getting into Politics
- 188 The Politics of Politics
- 189 Relentless Activism for Dramatic Change

May	Aiding the Scholarly Journey
Presenter	Paula Krebs
190	The Latest MLA Handbook
191	The MLA Bibliography and Info Lit
192	The Humanities Take on Societal Crises
193	Using the Humanities to Change the Culture

Resources for College Libraries

One thousand sixty-one titles were added to the *RCL Plus* database during this period. At the same time, the RCL *deselection* initiative, designed to maintain the integrity of a list designated as “core,” continued, resulting in a decrease of total database holdings to 98,405. Importantly, during this period ten new subject editors joined the project and received training and materials. Revision materials and supporting editorial documents were distributed to all subject editors. Recruiting for the 2021 peer review cycle commenced, covering twenty-two RCL history and interdisciplinary area studies subjects and eleven RCL Career Resources subjects. A new EDI (equity, diversity, inclusion) outreach campaign launched with new print ads and a dedicated web page on Choice360, highlighting RCL interdisciplinary and ethnic studies collections.

Sponsored Content

Late in 2020, Choice expanded its custom content offerings with the addition of sponsored case studies. Case studies are fully designed, two-page features that can include images, data points, and other graphic details along with the study itself. They are clearly labeled with sponsor logos and as “Custom” or “Sponsored” content. In the first quarter of 2021 we secured our first sponsorship, a five-study series from Taylor & Francis. The series, to be published later this summer, will examine how five libraries, representing different Carnegie classes, have provided a continuity of services during the COVID-19 pandemic.

Marketing

Outstanding Academic Titles

The 2020 Outstanding Academic Titles were unveiled in the December issue of *Choice* magazine and also in *Choice Reviews*. Again this year we are offering a weekly e-newsletter delivering curated mini lists of OATs to nonsubscribers. The weekly newsletter subscriber sign-ups have grown by 83% since April 2020, with continued strong open and click rates.

Data Management

Since transitioning our email marketing platform for e-newsletters from Constant Contact to MailChimp in late October, we have steadily worked to tag our very large list of webinar attendees (44,928 at present), with the intention of segmenting our audience so as to give them content offerings targeted to their interests and job titles.

Operations

During the first quarter of calendar year 2021, Choice made the move from an antiquated and impossible-to-find-parts-for PBX telephone system to the cloud-based Zoom platform. With the switch, Choice gained the benefit of a no-maintenance cloud-based phone system, with voice messaging and chat functions that work across all digital platforms (desktops, cell phones, and tablets) around the

world, and in conjunction with Zoom meeting. Choice is now in a better position to communicate both internally and externally and is in a strong position to supply interactive customer support. Finally, since January we have been working hard getting our subscription business migrated from ESP Computer Services systems to those of ESP's new owner, Omeda. The migrations entail the inevitable—and all-important—minutiae such as a new PO box and email address for subscribers to send renewals and monies, and required establishing new online accounts with the Postal Service to better track address verification. Training on the Omeda reporting system began in late in May.

Association of College & Research Libraries
 50 E. Huron St., Chicago, IL 60611
 800-545-2433, ext. 2523
 acrl@ala.org; http://www.acrl.org



Enabling Programs and Services Key Performance Indicators (KPIs) Report Period: November 1, 2020 – May 31, 2021

Note: Section A: Membership Engagement includes data through January 2021. Typically, the Board would review data through April or May at their June meetings, but ALA is only able to provide membership reports through January 2021. Section B: Education has been updated through May 31, 2020.

Enabling programs and services key performance indicators (KPI)

ACRL is committed to assessing progress in advancing the Plan for Excellence, but acknowledges that the entire plan does not need to be measured at one time. The following goals have been identified as the measurement focus for FY20 and the progress toward each to date is reported below.

Section A: Member Engagement

Goals: Maintain 60% (5,477) of ACRL's FY20 membership in FY21 and ensure that 52.3% of new members who joined ACRL between April 2019 – March 2020 renew their membership in FY21. The target retention rate is based on the average new member retention rate in the last 5 ACRL conference years.

KPIs	Data					
1. Benchmark analysis of ACRL total membership number	ACRL membership has decreased 2.56% (234) since August 2020 when membership was 9,128.					
		January FY21	January FY20	January FY19	January FY18	January FY17
	Total membership	8,894	9,966	10,576	10,545	10,869
	Change year over year	-10.75%	-5.76%	0.29%	-2.98%	-2.98%
2. Continue to benchmark and analyze impact of new member outreach program	First-year member renewal rate: Non-conference years are shaded for comparison.					
	Year	1 st Quarter	2 nd YTD Quarter	3 rd Quarter	4 th Quarter	Year to Date
	FY21	38.1%	52.0%			44.3%
	FY20	44.7%	50.2%			47.3%
	FY19	51.2%	48.8%			50.0%
	FY18	53.1%	54.3%			53.8%
	FY17	46.8%	50.5%			48.3%
	FY16	41.1%	50.0%			45.0%
	FY15	47.8%	53.8%			50.3%
	FY14	50.9%	52.6%			51.5%
FY13	50.1%	52.6%			51.2%	

FY12	56.8%	58.4%			57.5%
FY11	62.5%	60.2%			61.5%
FY10	56.7%	63.2%			59.7%

**An analysis of 245 first-year members who did not renew as of January 2021 shows that 41% (84) were regular members, 45% (91) were students, and 9% (60) were non-salaried librarians. 83% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 41% of those were regular members and 45% were students); 3% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 75% of those were regular members); 13% dropped all division and roundtable membership but retained their ALA membership (and 67% were students).

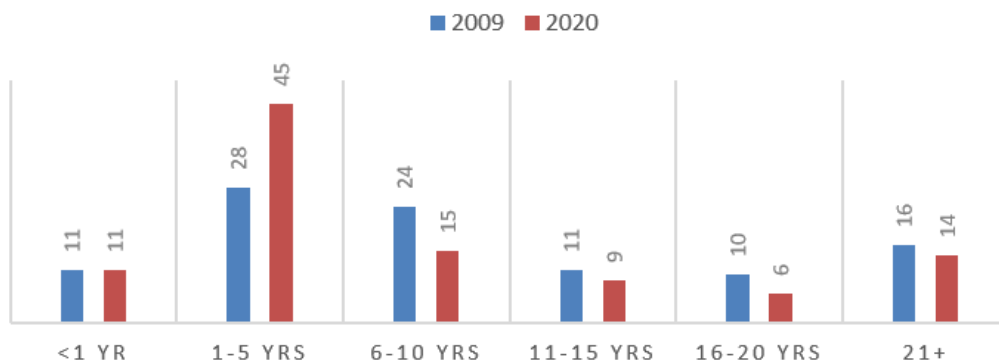
3. Benchmark by continuous years of membership

ACRL personal membership distribution for FY21 to date is shown below. *The average ACRL membership tenure is 4.1 years (and the median length of ACRL membership is 4 years).*

FY21 Q2	%	Number	FY19 Q3	%	Number
<1 Yr	11	923	<1 Yr	11	978
2-5 Yrs	45	3,761	2-5 Yrs	43	3,679
6-10 Yrs	15	1,247	6-10 Yrs	17	1,474
11-15 Yrs	9	765	11-15 Yrs	8	751
16-20 Yrs	6	486	16-20 Yrs	6	534
21+ yrs	14	1,166	21+ yrs	13	1,147
Total	100	8,348	Total	100	8,563*

*These numbers include only personal members. Reports were run on May 27, 2021, and April 5, 2019, and reflect total personal members as of those dates.

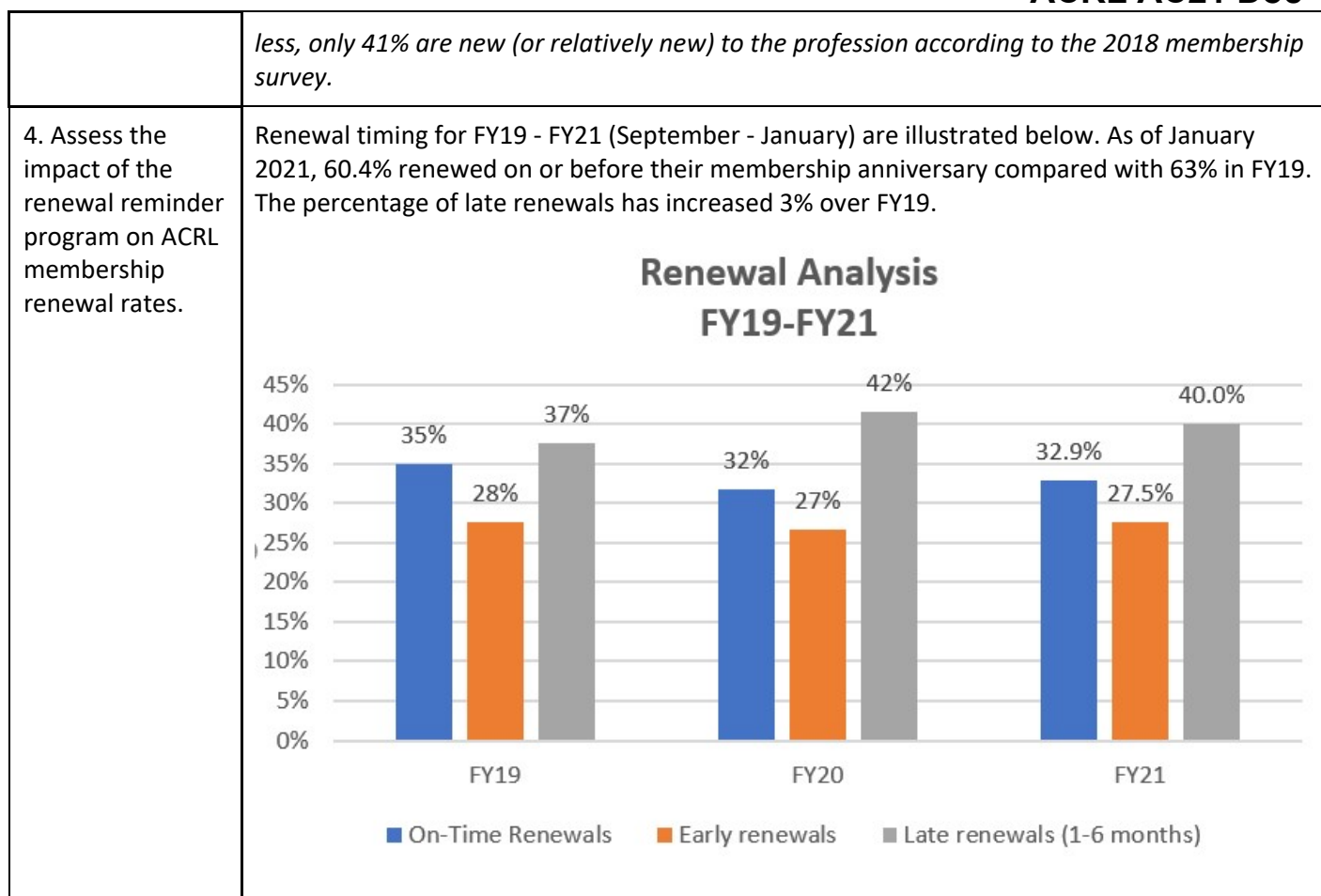
ACRL MEMBERSHIP DISTRIBUTION MAY 2009* VS DECEMBER 2020



Y axis: % of total membership

X axis: # of years of ACRL membership

*Based on survey data. 23.3% of ACRL members responded to the May 2009 membership survey (with a margin for error of +/- 1.74% at the 95% confidence level). Survey data is both statistically valid and representative of ACRL membership as a whole. Years of membership is not a proxy for workplace experience. While 57% of our members have been with us 5 years or



Section B: Education

Goal: **85%** or more of respondents rate the quality of ACRL professional development offerings as excellent or above average. **70%** or more of respondents indicate at least a 20% higher confidence level in their knowledge of the topic.

KPIs	Data					
5. Quality assessment and learning outcomes		1 st	2 nd	3 rd	4 th	FY21
		Quarter	Quarter	Quarter	Quarter	Overall
	Average overall quality assessment	77%	87%	84%		
	* Event specific details can be found in Document 1.4 the Executive Director's Plan for Excellence Activities Report.					
6. Participant learning	Self-reported learning outcomes data from professional offerings detailed above:					
		1 st	2 nd	3 rd	4 th	FY21
		Quarter	Quarter	Quarter	Quarter	Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	88%	87%	89%		
	Note: Event specific details can be found in Document 1.4 the Executive Director's Plan for Excellence Activities Report.					

7. Likely to Recommend	40% Participants enthusiastically recommend ACRL professional development.				
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	52%	51%	51%	

- This includes every evaluation returned, even in a course had only 1 response.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors
Subject: Confirmation of virtual vote: Midwinter 2021 to Annual 2021
Submitted by: Allison Payne, ACRL Program Manager for Strategic Initiatives
Date submitted: June 9, 2021

Background

The Board virtually reviewed and voted on the following action request. Comments were collected via ALA Connect, typically for a one-week period. Following the discussion period, Board members voted virtually via an online poll, typically for a one-week voting period.

Per the ACRL Guide to Policies and Procedures: [Chapter 2: Board of Directors and Executive Committee, 2.6 Voting](#), "If a conference call is held and votes are taken, or votes are taken through e-mail or regular U.S. mail, Board members are asked to confirm their vote in open session at the next regularly scheduled Board meeting." The Board would usually confirm asynchronous virtual votes at its next face-to-face meeting, but due to the uncertainty about when in-person meetings will resume, confirmation of asynchronous virtual votes are now taking place at the next synchronous virtual meeting.

The following asynchronous virtual votes were completed between Midwinter 2021 to Annual 2021:

- **ACRL Standards:**
 - **Action 1:** That the ACRL Board of Directors approves the revisions of A Standard for the Appointment, Promotion and Tenure of Academic Librarians (Doc 1.1); ACRL Standards for Academic Librarians without Faculty Status (Doc 1.2); and ACRL Standards for Faculty for Academic Librarians (Doc 1.3).
 - **Action 2:** That the ACRL Board of Directors approves the Standards Committee recommendation that these three documents be put into the same review timeline with the three that were reaffirmed by the Board of Directors in 2018 ([Joint Statement on Faculty Status of College and University Librarians](#), [Statement on the Certification and Licensing of Academic Librarians](#), and [Statement on the Terminal Professional Degree for Academic Librarians](#)) so that all six are again considered together as a task force will need to be appointed by the Board for the next round of scheduled review in 2023.
 - [Virtual Discussion](#): 4/12/2021 – 4/18/2021

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

- [Virtual Vote](#): 4/19/2021 – 4/26/2021
- **ACRL Board Proceedings – Midwinter 2021**
 - [Virtual Discussion](#): 5/21/2021–5/27/2021
 - [Virtual Vote](#): 5/28/2021 – 6/3/2021

Action Recommended

That the ACRL Board of Directors confirms its asynchronous virtual votes taken between Midwinter 2021 and Annual 2021.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other:

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Renewal of the Academic Library Services to International Students Interest Group

Submitted by: Allison Sharp, co-convenor, Academic Library Services to International Students Interest Group
Meredith Knoff, co-convenor, Academic Library Services to International Students Interest Group

Date submitted: April 30, 2021

Background

As of May 2021, ALSISIG had 935 members. At the time of our last renewal in 2018 we had 785 members, which shows an increase of almost 20% over the past three years. We provide venues for discussion of issues related to supporting international students both through our ALA Connect discussion board and through our meetings and discussions at the ALA conferences. We believe the large number of interest group members and the number of international students in U.S. universities shows there is still a need for this group to convene.

Stakeholders

N/A

Fiscal and Staffing Impact

We have a staff liaison who regularly keeps us up to date on what is happening with ACRL and lets us know about important deadlines and forms. At this point we have not required any kind of funding support because most of our efforts have centered around our popular discussion group. At most we might require some funds for bringing in an invited speaker and/or hosting a social.

Action Recommended

That the ACRL Board of Directors renews the Academic Library Services to International Students Interest Group for an additional three years through June 30, 2024 with a standard budget of \$150 a year. No additional funding is requested at this time.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

X ☒ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

I. NAME

Current Name of Interest Group: Academic Library Services to International Students Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: 2009

III. LEADERSHIP

Current Convener: Allison Sharp and Meredith Knoff

Name: Allison Sharp

Institution: University of Tennessee

Email Address: asharp9@utk.edu

Incoming Convener:

Name: Mihoko Hosoi

Institution: Pennsylvania State University

Email Address: mxh5873@psu.edu

IV. Please state the Interest Group's original charge.

To provide academic librarians with a forum to discuss issues related to all types of library service to international patrons, including instruction, outreach, reference, collections, and programming; develop guidelines and resources that will assist academic librarians with providing quality services to their international constituencies.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

There is the International Perspectives on Academic and Research Libraries Discussion Group, which also takes an international perspective. Our interest group is different though because our group focuses specifically on international students studying in the United States. We will sometimes have similar topics, such as intercultural communication, but our approach is always different because we focus on a specific user group. We are also more concerned with topics like instruction, reference, and retention.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

At present, we have 935 members. The ALA Connect discussion board (and previously the listserv) serve as a venue for discussion and sharing of related programs and resources among members. Our main activities are the discussion groups we hold at both ALA Midwinter and ALA Annual meetings. We average about thirty to forty people at our discussions. Recent discussion topics have included serving international students during the COVID-19 pandemic, strategies for outreach to international students, celebrating international students in the library, and information literacy and international students.



Current governance procedures attached.

1. Name

ACRL Academic Library Services to International Students Interest Group (IGALSIS)

2. Charge

The Academic Library Services to International Students Interest Group provides academic librarians with a forum to discuss issues related to all types of library service to international patrons, including instruction, outreach, reference, collections, and programming. The group explores such issues as communicating across cultures, developing international collections, and training staff to work with culturally and linguistically diverse users. The group's goal is to develop guidelines and resources that will assist academic librarians with providing quality services to their international constituencies.

3. Membership

Any member of the Association of College and Research Libraries may elect membership in the Academic Library Services to International Students Interest Group. Every member of the Interest Group has the right to vote and is eligible to hold office.

4. Governance

I. Officers. This interest group will be governed by a Steering Committee consisting of a convener, an incoming convener, and a past convener.

II. Terms of Office. The convener will serve for one year. The incoming convener will serve for one year; after one year the incoming convener will become convener following the conclusion of ALA Annual. The past convener will serve for one year. The new Incoming Convener will be appointed by the Convener and Past Convener. A call for volunteers will be posted to the interest group discussion list each year around the time of ALA Midwinter, and the appointment will be made by May 1 of the same year so that the incoming convener can participate in the ACRL New Leader Orientation in mid-May. All terms begin on July 1 and end on June 30 of the following year.

III. Vacancies. In case of a vacancy in the office of Convener, the Incoming Convener will serve as Convener for the remainder of the uncompleted term, and will continue in that office for the term for which he or she was originally appointed to serve as Convener. In case of a vacancy in the office of Incoming Convener, the Steering Committee may either appoint an acting officer, or allow the position to remain vacant until the beginning of the new term.

5. Roles/Duties

I. Convener: The Convener is responsible for participating in the Communities of Practice Assembly, scheduling any desired meetings for ALA conferences, maintaining communication with the ACRL staff about changes in membership, following ALA policies and procedures, ensuring the written operating procedures are developed and remain current, and submitting a Strategic Plan Implementation Report to the Board of Directors around May. If an Interest Group seeks to continue beyond each three year term, the Convener, with the assistance of the

Past Convener and Incoming Convener, is responsible for submitting a report and rationale for the continuation at least six months before the Interest Group's sunset date.

II. Past Convener. The Past Convener is responsible for helping the Convener smoothly continue the operations and activities of the Interest Group. The Past Convener will be available to support the Convener with all duties and tasks, as requested.

III. Incoming Convener: The Incoming Convener is also a member of the Communities of Practice Assembly and is responsible for assisting the convener with the vital operations of the Interest Group. This includes but is not limited to assisting with programming, communications, and the development and execution of other Interest Group projects.

6. Working Groups

I. Authorization and Discontinuance. Working groups will be authorized or discontinued as needed by the officers.

II. All working group members must be current IGALSIS members for the duration of their appointment.

III. All working groups are required to report on their work. Minutes will be taken and posted after any meeting on the IGALSIS ALA Connect Page.

7. Interest Group Review

I. Review. The Interest Group Steering Committee will conduct a review of the group every two years to prepare a recommendation for the ACRL Board of Directors. During this review, the Steering Committee will evaluate the current charge, procedures, working groups, and membership statistics. The review will determine whether the Interest Group should be renewed.

II. Board recommendation. Based on the aforementioned review, six months prior to the three year mark, the Steering Committee will submit a Board action form to the ACRL Board of Directors recommending that the Interest Group be renewed or terminated.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Renewal of the Image Resource Interest Group

Submitted by: Maggie Murphy, Convener, Image Resource Interest Group

Date submitted: May 25, 2021

Background

The Image Resource Interest Group (IRIG) formed in 2009, with the purpose of providing a space for discussion around the unique challenges inherent to working with image resources, with the ability for the discussion to not necessarily be on any particular discipline or subject area. IRIG has regularly held a mix of virtual and face-to-face meetings on a bi-annual schedule, creating a platform for its members to discuss ideas and concerns around topics related to all aspects of image resources in academic libraries, from the technical to the pedagogical. As of May 2021, IRIG has over 400 members according to ALA Connect. In addition, IRIG is the ACRL unit tasked with developing and maintaining guidelines for visual literacy in higher education. The 2011 *Visual Literacy Competency Standards* were developed by a task force overseen by IRIG and composed of IRIG members, resulting in a new professional document that helped to frame the discussion about teaching with image resources and create a visual literacy community of practice among academic librarians. In 2018, the IRIG convener established a second Visual Literacy Task Force to update these standards as part of ACRL's *Framework* Companion Document initiative. This task force will be presenting a draft of this visual literacy companion document for feedback from the IRIG membership in June 2021.

Stakeholders

n/a

Action Recommended

That the ACRL Board of Directors renew the Image Resource Interest Group for an additional three years through June 30, 2024, with a standard budget of \$150. No additional funding is requested outside of the amount allocated to interest groups at this time.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

Fiscal and Staffing Impact

N/A

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

I. NAME

Current Name of Interest Group: Image Resources Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: 2009

III. LEADERSHIP

Current Convener:

Name: Maggie Murphy

Institution: University of North Carolina at Greensboro

Email Address: mmurphy@uncg.edu

Incoming Convener:

Name: Jackie Fleming

Institution: Indiana University Bloomington

Email Address: jkflein@iu.edu

IV. Please state the Interest Group's original charge.

To provide a forum for ongoing discussion of the unique issues presented by the development and support of interdisciplinary image resources in academic libraries.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

N/A

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

The Image Resources Interest Group is the only ACRL unit focused specifically on the role of image collections, visual resources/digital asset management, image cataloging and metadata, image copyright, visual pedagogy, and visual literacy in academic libraries. While the ACRL Arts Section is centered around library services in the visual and performing arts (of which fine and documentary art image resources play a part), IRIG takes an interdisciplinary approach to image resources and other visual media, concentrating on the image as a critical format for information for research, teaching, and learning across the disciplines. The Arts Section was consulted when IRIG was proposed and did not object to the formation of this group, and both units have co-existed for nearly 12 years.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

Currently, IRIG hosts twice-annual meetings, scheduled to coincide with ALA Midwinter and ALA Annual. These meetings provide a forum for lightning talks and other member presentations on current topics such as digital image use during COVID-19, visual literacy instruction and programming, developing unique image collections, teaching about image copyright and Creative Commons, creating learning spaces that enhance visual learning, and promoting interdepartmental collaboration on local image metadata standards. Additionally, IRIG oversees the work of the second ACRL Visual Literacy Task Force, which is currently developing a Framework Companion Document for Visual Literacy to replace the 2011 Visual Literacy Competency Standards. The Task Force regularly updates and seeks feedback from the IRIG membership on this visual literacy document.

☒ Current governance procedures attached.

**ACRL Image Resources Interest Group
Interest Group Operating Procedures
Approved 9/11/10**

I. Name

Image Resources Interest Group (IRIG)

II. Mission/Purpose

The ACRL Image Resources Interest Group (IRIG) provides a forum for ongoing discussion of the unique issues presented by the development and support of interdisciplinary image resources in academic and research libraries.

There is a growing need across academic disciplines for access to quality research and instructional image content, and many academic libraries are responding by offering image collections as a standard resource. Libraries are playing an important role in evaluating and funding subscription image databases, and are also developing local interdisciplinary image collections, providing technical infrastructure for image collection development and delivery, and supporting research and instruction with images.

These topics and more are the focus of the ACRL Image Resources Interest Group. Additional issues of interest include (but are not limited to):

- Selecting and using subscription image databases
- Choosing digital asset management and presentation tools
- Working with images across systems and platforms
- Supporting faculty research and teaching with images
- Developing interdisciplinary image collections
- Collaborating with academic departments and across library units to support image resource development and use
- Image cataloging and metadata
- Effective access to image resources through library web sites
- Visual literacy
- Image copyright
- Digital capture

The Image Resources Interest Group was established and approved as a new Interest Group by the ACRL Board in June 2009.

III. Participation and Membership

Any member of the American Library Association may participate in the ACRL Image Resources Interest Group. Any member of the Association of College and Research Libraries may elect membership in the ACRL Image Resources Interest Group. Every member of the interest group has the right to vote and is eligible to hold office.

IV. Meetings

The ACRL Image Resources Interest Group will hold an open meeting for members and interested individuals at the time of the ALA Annual Meeting and the ALA Midwinter Meeting. The IRIG will also work outside of Midwinter and/or Annual Conference to increase group participation, efficiency, and productivity. Typically, the IRIG will meet in person at ALA Annual, and virtually around the time of ALA Midwinter.

The ALA Policy Manual 7.4.1 defines a meeting as “an official assembly, for any length of time following a designated starting time, of the members of any board, committee task force, commission, etc., during which the members do not separate except for a recess and in which the assembly has the capacity to formalize decisions.” Conference calls, Internet chat sessions (and their equivalents), and in-person meetings are recognized as meetings subject to the open meetings policy (ALA Policy 7.4.4).

There is a distinction between carrying on work of a committee electronically and conducting an electronic meeting. Asynchronous electronic discussions by email or other asynchronous communication methods do not constitute meetings because they are not an official assembly with a designated starting time (ALA Policy Manual 7.4.1).

V. Officers

The ACRL Image Resources Interest Group will be governed by a Steering Committee, consisting of a Convener, an Incoming Convener, and a Past Convener. A Discussion List/Website Administrator will be a fourth IRIG officer. Other informal officer positions may include: programming chair, project chair, or other positions as needed to convene subgroups and/or carry out the business of specific initiatives. These informal positions do not represent official ACRL appointments. All positions are appointed by the Steering Committee.

A. Terms

The Convener will assume the role of Past Convener, and the Incoming Convener will assume the role of Convener, after the conclusion of ALA Annual. Conveners will serve one year in each role. The Discussion List/Web Administrator will serve a two-year term.

The new Incoming Convener will be appointed by the Convener and Past Convener. A call for volunteers will be posted to the discussion list (acrl-ir) each year around the time of ALA Midwinter, and the appointment will be made by May 1 of the same year so that the incoming convener can participate in the ACRL New Leader Orientation in mid-May.

All terms begin on July 1 and end on June 30 of the following year.

The Discussion List/Web Administrator will be appointed every two years by the Steering Committee (Convener, Past Convener, and Incoming Convener). A call for volunteers will be posted to acrl-ir before ALA Annual of the second year of the appointment, the call will be repeated at the IRIG meeting at ALA Annual of that year, and the appointment will be made and the position assumed by July 1 of the same year.

Program or project chairs will serve fixed-duration terms, determined by the start and end dates of the project.

B. Roles/Duties

Convener: The Convener is responsible for participating in the Communities of Practice Assembly, scheduling any desired meetings for ALA conferences, maintaining communication with the ACRL staff about changes in membership, following ALA policies and procedures, ensuring the written operating procedures are developed and remain current, and submitting a Strategic Plan Implementation Report to the Board of Directors around May. If an Interest Group seeks to continue beyond each three year term, the Convener, with the assistance of the Past Convener and Incoming Convener, is responsible for submitting a report and rationale for the continuation at least six months before the Interest Group's sunset date.

Past Convener. The Past Convener is responsible for helping the Convener smoothly continue the operations and activities of the Interest Group. The Past Convener will be available to support the Convener with all duties and tasks, as requested. The Past Convener and the Convener will appoint the new Incoming Convener after each ALA Midwinter meeting.

Incoming Convener: The Incoming Convener is also a member of the Communities of Practice Assembly and is responsible for assisting the convener with the vital operations of the Interest Group. This includes but is not limited to assisting with programming, communications, and the development and execution of other Interest Group projects. The Incoming Convener will be appointed by May 1 and will assume the positions and responsibilities of the Convener on July 1.

Discussion List/Website Administrator. The Discussion List/Website Administrator will administer the acrl-ir listserv, will maintain and administer the IRIG website, and will work with the Steering Committee (Convener, Past Convener, and Incoming Convener) to develop website content. The Administrator will serve a 2-year term.

Program/project chairs. Program/project chairs will manage and direct development of the programs and projects they are appointed to oversee, including appointing working groups, setting priorities, and developing timelines. Program/project chairs will meet with working groups around the times of ALA Annual and ALA Midwinter, and will conduct business throughout the year as appropriate. Program/project chairs will communicate regularly with the Steering Committee, and will report to the the IRIG at Midwinter and Annual IRIG meetings.

C. Vacancies

In case of a vacancy in the office of Convener, the Incoming Convener will serve as Convener for the remainder of the uncompleted term, and will continue in that office for the term for which he or she was originally appointed to serve as Convener. In case of a vacancy in the office of Incoming Convener or Discussion List/Website Administrator, the Steering Committee may either appoint an acting officer, or allow the position to remain vacant until the beginning of the new term.

V. Budget

The Steering Committee will determine IRIG budget allocations, and the Convener will communicate with ACRL staff about budget decisions and approve expenditures for reimbursement.

VI. Interest Group Review

Interest Groups must be renewed by the ACRL Board of Directors every three years. Interest Groups must submit a Board Action Form to the Board six months before the three-year renewal date, with a recommendation for renewal. The next renewal date for the IRIG will be June 2012, with a Board Action Form recommendation to be submitted in December 2011.

The IRIG Steering Committee will conduct a review of the IRIG in advance of each renewal cycle in order to prepare a well-documented recommendation for continuation to the ACRL Board. The review process will also be an opportunity to adjust or update the Mission/Purpose statement to address members' current interests and needs. The results of the review will inform and accompany the Board Action Form required for renewal.

Association of College & Research Libraries
 50 E. Huron St. Chicago, IL 60611
 800-545-2433, ext. 2523
 acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Renewal of ACRL Virtual Worlds Interest Group

Submitted by: Dr. Valerie Hill, Past-Convener, ACRL Virtual World Interest Group

Date submitted: April 5, 2021

Background

The ACRL Virtual World Interest Group has been an active virtual space for librarians interested in virtual environments since 2009 and continues to explore immersive environments including Second Life, open source worlds, and VR headset environments for use in libraries.

Stakeholders

A conversation with librarians and educators in virtual worlds concluded that our name should remain “ACRL Virtual Worlds Interest Group” as we believe these virtual environments are a part of virtual reality but we remain using desktop worlds while exploring alternatives.

Fiscal and Staffing Impact

If approved, staff will update the online Directory of Leadership and membership materials with the new charge.

Action Recommended

That the ACRL Board of Directors approves the renewal of the ACRL Virtual Worlds Interest group for another three years from July 1, 2021 – June 23, 2024 with the new charge.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action. (Unable to check boxes on the document; however the most affected goals areas are “New Roles and Changing Landscapes” and “Enabling Programs and Services”).

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

I. NAME

Current Name of Interest Group: Virtual Worlds Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: 2009

III. LEADERSHIP

Current Convener:

Name: Mrs. Alyse M. Dunavant-Jones

Institution: New Media Arts, Inc

Email Address: alyse.dunavantjones@gmail.com

Incoming Convener:

Name: Breiana Theodore

Institution: Stanford University

Email Address: breiana.theodore@gmail.com

IV. Please state the Interest Group's original charge.

The Virtual Worlds Interest Group provides an opportunity for academic librarians with virtual world interests and responsibilities to have a place in ACRL to network, share information, ask questions, and work on special projects and programs relevant to academic libraries. The Interest Group also works to promote the various uses of virtual environments to potential and current academic librarians and to improve information literacy specifically in virtual worlds. The ACRL VWIG sponsors events, programs and meetings held mainly within the virtual world of Second Life and explores other developing Virtual Reality and Augmented Reality environments.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

The Virtual Worlds Interest Group provides an opportunity for academic librarians with virtual environment interests and responsibilities to have a place in ACRL to network, share information, ask questions, and work on special projects, promote accessibility and provide programs relevant to academic libraries. The VW Interest Group also works to promote the various uses of virtual reality in all formats (desktop, mobile and headset) to potential and current academic librarians and to improve information literacy (metaliteracy) specifically in virtual spaces. The ACRL VWIG sponsors events, programs and meetings held mainly within the virtual world of Second Life and explores other developing Virtual Reality and Augmented Reality platforms.

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

The Virtual Worlds Interest Group explores virtual spaces with a "sense of presence" for librarians and libraries to understand evolving technology tools and best practices for integration and resource sharing through librarianship.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

The Virtual Worlds Interest Group shares monthly presentations on topics relating to libraries, education and evolving technology tools in Second Life and other virtual spaces. In addition, the VWIG explores numerous virtual environments for learning and resource sharing across virtual environments providing collaboration on social media, Discord, and other communication platforms with a focus on VR both headset and desktop.

☐ Current governance procedures attached.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Petition for Renewal of Health Sciences Interest Group (IGHS)

Submitted by: John Siegel, Past Convener, Health Sciences Interest Group (IGHS)

Date submitted: April 1, 2021

Background

The Health Sciences Interest Group (IGHS) was created in 2010 to provide support for academic librarians with health sciences responsibilities. The IGHS has more than 600 ACRL personal members. To support new and continuing members, the IGHS offers a variety of programming – some in collaboration with the National Network of Libraries of Medicine (NN/LM). The IGHS also hosts a robust e-mail list.

Stakeholders

The Science & Technology Section (STS) is for science librarians. While health sciences may intersect, STS has typically focused on science, technology, engineering, and mathematics (STEM) areas, such as biology and earth sciences. Some IGHS members may also be involved with the Systematic Reviews and Related Methods Interest Group (IGSRM). Health sciences librarians at larger research universities and academic medical institutions provide systematic review support. As such, this is a specialized focus. The IGHS is broader in scope with an emphasis on information literacy.

Fiscal and Staffing Impact

If approved, ACRL staff will maintain the roster and update the Directory of Leadership.

Actions Recommended

That the ACRL Board of Directors renews the Health Sciences Interest Group for another three years, through June 30, 2024.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

I. NAME

Current Name of Interest Group: Health Sciences Interest Group (IGHS)

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: Spring 2009

III. LEADERSHIP

Current Convener:

Name: Annie Zeidman-Karpinski

Institution: University of Oregon Libraries

Email Address: annie@uoregon.edu

Incoming Convener:

Name: Anna Ferri

Institution: Roseman University of the Health Sciences

Email Address: afferri@roseman.edu

IV. Please state the Interest Group's original charge.

Provides an opportunity for academic librarians with health sciences responsibilities to have a place in ACRL to network, share information, ask questions, and work on special projects relevant to the academic health sciences. The group also works to promote interest in the health sciences to potential and current academic librarians; also works to improve information literacy specifically in the area of the health sciences.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

N/A

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

The Science & Technology Section (STS) is for science librarians. While health sciences may intersect, STS has typically focused on science, technology, engineering, and mathematics (STEM) areas, such as biology and earth sciences. The Health Sciences Interest Group (IGHS) is centered on health sciences librarianship, which is reflected in programming and engagement activities.

Some IGHS members may also be involved with the Systematic Reviews and Related Methods Interest Group (IGSRRM). Health sciences librarians at larger research universities and academic medical institutions provide systematic review support. As such, this is a specialized focus. The IGHS is broader in scope with an emphasis on information literacy.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

- (1) Robust e-mail list for health sciences librarians to post questions, share resources, and advertise jobs. There are 816 members subscribed.
- (2) Collaboration with National Network of Libraries of Medicine (NN/LM) to offer programming on relevant health sciences issues/topics. Examples: Citizen Science, ClinicalTrials.gov, New PubMed Interface. These have been well-received. Registration ranged between 100-125.
- (3) IGHS webinars including a two-part "Interactive Online Learning Webinar Series" in July 2020 to help health sciences librarians with virtual instruction and a "Teaching with PubMed" event with several presenters discussing activities/techniques. Registration ranged between 250-300.



Current governance procedures attached.

ACRL Health Sciences Interest Group (IGHS) Governance Procedures
Created: 2010 - Last Updated: March 2021

1. Name

ACRL Health Sciences Interest Group (IGHS)

2. Charge

The Health Sciences Interest Group provides an opportunity for academic librarians with health sciences responsibilities to have a place in ACRL to network, share information, ask questions, and work on special projects and programs relevant to the academic health sciences. The interest group also works to promote interest in the health sciences to potential and current academic librarians and to improve information literacy specifically in the area of the health sciences.

3. Membership

Any member of the Association of College and Research Libraries may elect membership in the Health Science Interest Group. Every member of the interest group has the right to vote and is eligible to hold office.

4. Governance

Sec. 1. Officers. The officers of this interest group shall be a Convener, an Incoming Convener, and a Past Convener. All officers must be current IGHS members for the duration of their term.

Sec. 2. Terms of Office. The Convener shall serve for one year; at its expiration, the Convener shall become Past Convener. The Incoming Convener shall serve for one year and assist the Convener; at its expiration, or upon the occurrence of a vacancy, the Incoming Convener shall become Convener. The Past Convener shall serve for one year.

Sec. 3. The Incoming Convener is elected by majority vote by the IGHS members. Election for the Incoming Convener shall be held prior to the ALA Annual Conference. Emergency elections resulting from a vacancy may be held at any time.

5. Working Groups

Sec. 1. Authorization and Discontinuance. Working groups shall be authorized or discontinued as needed by the current officers.

Sec. 2. Appointment. Each working group will have a leader appointed by the officers. Working group leaders shall serve for a two-year term.

Sec. 3. All working group members must be current IGHS members for the duration of their appointment.

Sec. 5. All working groups are required to report on their work. Minutes shall be taken and posted after any meeting on the IGHS ALA Connect Page (<https://connect.ala.org/node/75383>) and IGHS LibGuide (<https://acrl.libguides.com/health>). Each group shall have a report of their work prepared for the ALA Midwinter Conference and the ALA Annual Conference. If no working group member is available to attend ALA Midwinter or ALA Annual, a copy of the report will be read by the Convener.

6. Interest Group Renewal or Termination

Sec. 1. Review. Health Sciences Interest Group officers shall conduct a review of the group every two years to prepare a recommendation for the ACRL Board of Directors. During this review, the officers will evaluate the current charge, procedures, working groups, and membership statistics. The review will determine whether the interest group should be renewed.

Sec. 2. Board Recommendation. Based on the aforementioned review, six months prior to the three-year mark, the officers will submit a Board Action recommending that the interest group be renewed or terminated.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Legislative Agenda 2021

Submitted by: Kevin W. Walker, Chair, ACRL Government Relations Committee

Date submitted: 5/24/2021

Background

ACRL's Legislative Agenda provides information meant to guide legislative advocacy at the national level—specifically focusing on policy issues of concern to academic and research librarians. This year, the work of the Government Relations Committee (GRC) adjusted to an unusual level of uncertainty as a result of both historic shifts in power within all three branches of the federal government. In addition, the COVID-19 pandemic led to an extreme shift in near-term priorities for the US Congress—leading to delays in action along a number of still-developing policy tracks.

The proposed *ACRL Legislative Agenda 2021* provides information on a variety of issues the U.S. Congress has taken action on recently, but for which satisfactory policy solutions have yet to be reached. The body of the document includes issues for which action is likely for the year ahead. Please note, there are several issues for which the GRC recommends ACRL develop an official position and/or public-facing advocacy statement. Additional issues of concern that lack pending legislation, have been placed on a *Watch List*. ACRL is active in advocating for policy and legislation through the ALA Public Policy and Advocacy Office in DC, as well as through coalition work with groups such as the Open Access Working Group and the Library Copyright Alliance (LCA).

Stakeholders

The committee contacted, by email, the ACRL Committee Chairs and other ACRL Leaders (acrl-leads). We requested their input and suggestions for items to include on the Legislative Agenda and asked that they share this request with their respective committees. Suggested items that the GRC addressed in this year's Legislative Agenda include: Open Educational Resources (OER), Open Access, Net Neutrality, Affordable College Textbooks, and Consumer Data Privacy. In developing this year's Legislative Agenda and Watch List, the ALA PPA Office was a valuable source of information. Our staff liaison, Kara Malenfant, was invaluable throughout the entire process and staff from ALA's Public Policy and

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Advocacy office in Washington, D.C. reviewed preliminary drafts of the Legislative Agenda and provided helpful feedback and suggestions for improvement.

Fiscal and Staffing Impact

If approved, staff will add the *ACRL Legislative Agenda 2021* to the ACRL website and promote it through ACRL marketing channels.

Action Recommended

That the ACRL Board of Directors approves the *ACRL Legislative Agenda 2021*.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☒

Enabling Programs and Services

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

ACRL Legislative Agenda 2021

Assembled by the ACRL Government Relations Committee:

Kevin Walker, Chair – The University of Alabama
Eric Nordberg, Vice-Chair – The University of Tennessee, Martin
Mark Offtermatt – Navajo Technical University
Angela Hackstadt – University at Albany, State University of New York
Dan DeSanto – University of Vermont
Melanie Kowalski – Emory University
Tracy Elliot – Florida Gulf Coast University
Carrie Dunham-LaGree – Drake University
Daniel Cardwell – Hillsborough Community College

With generous support and direction provided by:

Kara Malenfant – Interim Executive Director, ACRL
Jacquelyn Bryant – Community College of Philadelphia (ACRL Division Councilor)
Carrie Russel – Director of Public Policy and Advocacy, ALA
Ann-Christie Galloway – ACRL Production Editor

ACRL Legislative Agenda 2021

The ACRL Legislative Agenda and the [ALA Legislative Agenda](#) list objectives for legislative action at the national level on issues that affect the welfare of libraries. ACRL's annual Legislative Agenda focuses on issues affecting academic and research libraries that the U.S. Congress has recently taken or will act on in the year ahead. ACRL is active in advocating for policy and legislation through the ALA Public Policy and Advocacy Office, as well as through coalition work with groups, such as the Open Access Working Group and the Library Copyright Alliance. The following list is in priority order and includes the issues that will be the focus of ACRL's advocacy in 2021:

1. Federal Funding for Libraries
2. Net Neutrality
3. Affordable College Textbook Act
4. Consumer Data Privacy
5. Open Access
6. Accessible Instructional Materials in Higher Education Act (Aim Higher)
7. Federal Funding for Higher Education
8. Environmental Impact of Data Centers
9. Watchlist:
 - a. Public Access to Federally Funded Research
 - b. Federal Depository Library Program (FDLP) Modernization Act
 - c. Deferred Action for Childhood Arrival (DACA)/Immigration Issues

1. Federal Funding for Libraries

Background

The Institute of Museum and Library Services (IMLS) is the primary source of federal funding for libraries through the Library Services and Technology Act (LSTA). IMLS receives its funding through the annual appropriations process, with spending limits established each year through Labor, Health and Human Services, Education, and other related Agencies Appropriations Subcommittees. LSTA provides \$197.4 million for libraries through the Grants to States program, the National Leadership Grants for Libraries, the Laura Bush 21st Century Librarian Program, and Native American Library Services. The Priorities of the LSTA Grants to States program are reflected in each state's Five-Year Plan. The challenges brought upon libraries by the COVID-19 pandemic have been the cause of much concern across the United States. Further, the political climate has hardly been conducive to bipartisan deal-making, and very little of what has been introduced and passed in the House has been taken up by the Senate.

On July 2, 2020, Sen. Jack Reed (D-RI) and Rep. Andy Levin (D-MI) introduced the Library Stabilization Fund Act ([S.4181/H.R.7486](#)). This bicameral legislation would provide \$2 billion in

emergency recovery funding through IMLS, and would allow libraries to retain staff, maintain services, and keep communities informed and connected.

On July 15, 2020, Rep. Rosa L. DeLauro Introduced [H.R. 7614](#) – Departments of Labor, Health, and Human Services, and Education, and Related Agencies Appropriations Act, 2021 – in the House with the accompanying [H. Rept. 116-450](#). For the IMLS, H.R. 7614 proposes \$257 million for carrying out the Museum and Library Services Act of 1996 and the National Museum of African American History and Culture Act.

On July 23, 2020, IMLS announced 70 grants totaling \$18,256,177 to support libraries across the country. These awards were made through several grant programs, including the National Leadership Grants for Libraries and the Laura Bush 21st Century Librarian Program. These grants were made available through the FY 2020 program.

On August 12, 2020, IMLS announced that CARES Act awards would be announced later in the month and continuing into September. The CARES Act included \$50 million for libraries through IMLS. The awards included grants for Native American and Native Hawaiian Museum and Library Services, assisting tribes and organizations that primarily serve and represent Native Hawaiians in responding to the COVID-19 pandemic. According to IMLS Director Crosby Kemper, over 1,700 grants applications were received, “representing the overwhelming need in communities.”

On December 21, ALA welcomed the eighth consecutive increase in FY appropriations to IMLS, passing a budget bill on December 21 alongside the \$900 billion Emergency COVID Relief package. This included \$5 million for IMLS and \$2 million for LSTA. LSTA also received \$197.5 million of the total \$257 million IMLS budget, and the FY 2021 bill saw some line item increases for libraries.

Current Status

The President’s budget for FY 2022 included increases for most education and other domestic priorities. The President’s funding request for IMLS will be released in May. The change in administration ends four years of attempts to eliminate library funding, which was criticized by ALA and ALA President Julius C. Jefferson Jr., Congress rejected these efforts and increased LSTA. ALA worked diligently to secure the inclusion of \$200 million for IMLS dedicated to libraries in the American Rescue Plan Act (ARPA), which will be disseminated in the coming months. ARPA also includes support for broadband, education, state, local, territory, and tribal governments. ALA is working with its members to raise the profile of all library types to participate in ARPA funding over the next months.

ACRL’s Position

ACRL and ALA will continue the campaign to preserve federal funding for libraries through IMLS. ALA will continue to work to protect vital programs and will continue to advocate to Congress to make federal funding for our nation’s libraries and museums a continuing priority.

Advocacy from libraries at every level will be needed to obtain access to this funding that will be available until September 2022.

Links to More Information

[Federal Funding for Library Programs 2017-2021 Summary Chart](#)

[ALA Welcomes 8th Consecutive Budget Increase for IMLS in FY 21](#)

[IMLS Announces \\$18.2 Million Investment in U.S. Library Initiatives](#)

[IMLS Opens Library Grants for National Leadership, Laura Bush 21st Century Librarian Programs](#)

[IMLS Appropriations Request for 2021](#)

2. Net Neutrality

Background

Network neutrality is the principle that Internet service providers should treat all data equally and should not discriminate or provide preference to any data regardless of its source, content, or destination. Whether legislation is needed to ensure this kind of access has become a focal point in the debate over telecommunications reform. Those opposed to access mandates claim that such action goes against the long-standing policy to keep the Internet as free as possible from regulation and note the state of the Internet before this attempted regulation has allowed for commercial innovation and growth.

In 2015, the Obama Administration asked the Federal Communications Commission (FCC) to rule in favor of net neutrality by reclassifying broadband as a common carrier under Title II of the Communications Act of 1934 and [Section 706](#) of the [Telecommunications Act of 1996](#). In February 2015, the FCC approved reclassifying high-speed Internet as a telecommunications service rather than an information one, subjecting providers to regulation. In December 2017, the FCC voted in favor of repealing these policies, 3–2, along party lines.

On October 1, 2019, the U.S. Court of Appeals for the District of Columbia Circuit, upheld the government's repeal of strict regulations for the companies that connect consumers to the Internet. However, the court also ruled the FCC had overstepped its legal authority when it declared that states cannot pass their own net neutrality laws and ordered the agency to review some aspects of its 2017 repeal of the rules, including public safety implications and how its decision will impact a government subsidy program for low-income users. In petitions filed in December 2019, technology and advocacy groups, along with 15 states that challenged the original decision, requested that the ruling be reconsidered.

On February 7, 2020, the full U.S. Court of Appeals for the District of Columbia Circuit declined without comment to rehear the decision that upheld the repeal of net neutrality laws, as did the three-judge panel that issued the ruling in October 2019. The appeals court's decision falls in

favor of the current position held by the FCC, allowing for the repeal of net neutrality regulations put in place by the FCC in 2015.

In September 2018, the [California Internet Consumer Protection and Net Neutrality Act of 2018](#) was passed. This is the most notable of several state-level legislative actions in support of net neutrality. The California statute was challenged and preliminarily upheld in [American Cable Association et al. v. Becerra, No 2:18-cv-02684 \(E.D. Cal.\)](#). However, the Trump Department of Justice further challenged the California law, which led to a mutually agreed-upon [delay of implementation for this statute](#).

Current Status

In early 2021, Jessica Rosenworcel was appointed interim chair of the FCC by President Biden. During a previous appointment as an FCC commissioner, Rosenworcel voted to uphold net neutrality rules. On February 8, 2021, Public Knowledge [petitioned the FCC](#) to reconsider the Restoring Internet Freedom Order. This reintroduces the possibility that FCC regulators may again change the classification of broadband and reinstate net neutrality rules. On February 23, 2021, the U.S. Department of Justice [voluntarily dropped its case](#) against California's net neutrality law. While the industry-led challenges remained, a preliminary injunction to block the law was denied, with the presiding judge stating that the U.S. Congress should act to resolve the matter. Industry groups agreed, citing a piecemeal approach at the state level as an untenable solution to the question of net neutrality.

Impact on Libraries

Educational institutions, including libraries, rely on the high-bandwidth applications and services, which support access to resources, collaboration, content creation, and learning—activities core to their mission. The rollback of Obama-era net neutrality protections may lead to additional layers of economic influence making it more difficult for students and the public to access educational resources, with increased costs being passed on to both the consumer and educational institutions. Discriminatory network management practices by ISPs will inhibit the ability of colleges, universities, and libraries to be equal access providers of digital content and applications of all types via the Internet.

ACRL's Position

ACRL stands with ALA as advocates for equitable access to the internet and for the network neutrality protections needed for libraries to fully serve their communities in the digital age. Without strong and clear net neutrality protections in place, there is nothing to stop internet service providers from blocking or throttling legal internet traffic or setting up commercial arrangements where certain traffic is prioritized. In a March 2017 letter to the FCC before the repeal vote, ACRL joined with several other associations in asserting that, "preserving the unimpeded flow of information over the public Internet and ensuring equitable access for all people is critical to our nation's social, cultural, educational, and economic well-being." In February 2018, ALA again affirmed that "Net Neutrality is essential to the promotion and practice of intellectual freedom and the free exercise of democracy." ACRL will continue to

stand with ALA to advocate and defend the principles of net neutrality in support of equitable information access for all Americans.

Links to More Information

[U.S. Appeals Court Will Not Reconsider Net Neutrality Repeal Ruling](#)

[DC Circuit Court Delivers Mixed Ruling on Net Neutrality](#)

[The Fight for Network Neutrality Continues, Despite Disappointing Court Ruling](#)

[The State of Net Neutrality: A Coast-to-Coast Roundup of Efforts to Restore the Open Internet](#)

[Net Neutrality: A Summary of Positions by the American Library Association](#)

[Net Neutrality: An Intellectual Freedom Issue](#)

[Net Neutrality Updates: What the Future Holds in Mozilla Case](#)

[Joint ACRL/ALA Letter to FCC Outlining Net Neutrality Principles](#)

3. Affordable College Textbook Act

Background

The Affordable College Textbook Act addresses a critical challenge to college affordability. The increasing cost of textbooks has drawn the attention of students, parents, faculty, and institutions across the higher education sector. As a result, legislation has been introduced to combat these rising costs. The bill was first introduced in the 113th, 114th, and 115th Congress, but it did not advance.

According to [SPARC](#), the Affordable College Textbook Act:

- Creates a grant program to support pilot programs at colleges and universities to create and expand the use of open textbooks with priority for those programs that will achieve the highest savings for students.
- Ensures that any open textbooks or educational materials created using program funds will be freely and easily accessible to the public.
- Requires entities who receive funds to complete a report on the effectiveness of the program in achieving savings for students.
- Improves existing requirements for publishers to make all textbooks and other educational materials available for sale individually rather than as a bundle.
- Requires the Government Accountability Office to provide an updated report on the price trends of college textbooks to Congress.

The Affordable College Textbook Act is supported by U.S. Public Interest Research Groups (PIRG), Scholarly Publishing & Academic Resources Coalition (SPARC), National Association of College Stores, Association of Big Ten Students, Young Invincibles, American Federation of Teachers, National Education Association, Service Employees International Union, American Association of Community Colleges, Association of Community College Trustees, UNCF, Creative Commons, Association of Research Libraries, the Association of College & Research Libraries, and CAST.

Current Status

On April 4, 2019, U.S. Sens. Dick Durbin (D-IL), Angus King (I-ME), Tina Smith (D-MN), and Kyrsten Sinema (D-AZ), along with U.S. Rep. Joe Neguse (D-CO-02), reintroduced the Affordable College Textbook Act to both houses of Congress. The bill, entered as [H.R.2107 and S.103](#), was referred to the [House Committee on Education and Labor](#) and to the [Senate Committee on Health, Education, Labor, and Pensions](#).

The Affordable College Textbook Act aims to permanently authorize funds for a grant program for the creation of Open Educational Resources (OER), following a pilot last year of \$10 million that went to three institutions. It also asks institutions to increase transparency around course material costs.

Although the Affordable College Textbook Act itself remains in committee, Congress has funded the intended pilot projects through the [Open Textbook Pilot Grant Program](#). In December 2019, a bipartisan budget agreement, the [Further Consolidated Appropriations Act, 2020](#), renewed the pilot grant program for a third year. An additional \$6 million was made [available for new grants](#) submitted by November 16, 2020.

Impact on Academic Libraries

Academic librarians are concerned about the affordability of higher education and the negative impact rising textbook costs have on students' success. Campus libraries are known for facilitating free access to information resources through curated print and digital collections, course materials that faculty make available through library reserve systems, and interlibrary loan services. Digital Open Educational Resources are part of a larger open access movement to expand free, public access to scholarly and learning resources. College and university campuses are key locations sharing this content, encouraging their adaption for coursework, and expanding the corpus of openly available course content. As part of the commitment to embed information literacy and access to quality resources into the student experience and strategies for teaching and learning, librarians are working with academic colleagues to create such resources and to offer them freely for adoption by others.

OER are a growing part of academic library programs that support new methods of scholarly communication, open access, library publishing, and digital scholarship. They also may be a component of implementing new open pedagogies and developing digital literacy for students and faculty. OER greatly reduce the cost of attendance for all students and can have a positive impact on the accessibility of higher education to individuals in stressed economic conditions, particularly those from underrepresented groups.

ACRL's position

ACRL joined with 14 other organizations to support the Affordable College Textbook Act in its introduction to Congress. This legislation's aim at equity of access to higher education reflects ACRL's values. Under the aegis of the proposed legislation, ACRL also supports continued funding for the Open Textbook Pilot Program.

Links to More Information

Affordable College Textbook Act

[Text of H.R. 2107/S. 1036](#)

[SPARC Description](#)

[SPARC Fact Sheet](#)

[U.S. PIRG Press Release](#)

Open Textbook Pilot Program

[Program award page \(U.S. Department of Education\)](#)

[SPARC Description](#)

[LibreTexts Project at University of California-Davis](#)

Other OER information

[Babson Survey Research Group national survey on OER adoption](#)

4. Consumer Data Privacy

Background

Consumer Data Privacy deals with the right of consumers to be aware and in control of how their personal data is being used and sold by online companies. States have been working on consumer data privacy laws, such as Colorado, which passed [Protections for Consumer Data Privacy](#), and California, which passed the [California Consumer Privacy Act](#). The California Consumer Privacy Act requires companies to provide consumers with three primary rights: 1) a consumer has a right to know what information a business is collecting and selling, 2) consumers have the right to opt out of the sale of consumers' information, 3) in certain circumstances, gives consumers the right to request that a business delete their information (Mulligan, Freeman, & Linebaugh, March 2019).

Given the impetus of the California law, the [EU's General Data Protection Regulation](#), and due to recent data breaches, there has been a greater push to construct a U.S federal consumer data privacy law (Ludas Orlofsky, March 2019). Bipartisan members of Congress have been working on legislation related to privacy in recent years with several bills introduced:

- [The Data Care Act](#) was introduced in Senate December 2018 and imposes various duties on online service providers with respect to their handling of user data, including duties to 1) reasonably secure sensitive data from unauthorized access, 2) refrain from using such data in a way that will result in reasonably foreseeable harm to the end user, and 3) not disclose individual identifying data to another party unless that party is also bound by the duties established in this bill. The bill authorizes the Federal Trade Commission (FTC) and specified state officials to take enforcement actions with respect to breaches of such duties.
- [The American Data Dissemination \(ADD\) Act](#) was introduced in Senate January 2019 and requires the FTC to recommend legislative action to impose privacy requirements

on providers of Internet services such as: restrict a provider from disclosing a user's records, provide a user with the right to access and correct records, establish practices for the collection and maintenance of records, and exempt certain small providers from regulations' requirements.

- [Social Media Privacy Protection and Consumer Rights Act](#) was introduced in Senate January 2019 and is intended to protect the privacy of users of social media and online platforms.
- [Protecting Consumer Information Act](#) was introduced in the House January 2019 and requires the FTCn to review protections of customer information against cyber threats. The bill includes provisions related to investigations, enforcement, and regulations that apply to consumer reporting agencies.
- [A bill to amend the Children's Online Privacy Protection Act of 1998 to strengthen protections relating to the online collection, use, and disclosure of personal information of children and minors, and for other purposes](#) was introduced to Senate March 2019.

Current Status

On November 27, 2019, a [staff draft of the United States Consumer Data Privacy Act](#) (USCDPA) was released. The draft is informed by over a year of bipartisan negotiations and feedback from consumer advocates, state and local governments, and a number of stakeholders representing many sectors of the economy.

USCDPA would:

- *Establish a national standard* for the protection of consumer data privacy, bringing the United States in line with the European Union and other nations with unified standards and giving consumers strong protections regardless of where in America they live, work, or engage in commerce, both online and offline.
- *Give consumers control over their data* with the ability to know what companies have collected about them and request that it be corrected, deleted, or made portable, and the right to consent to or opt out of data practices in a clear and consistent way.
- *Protect the data of minors* under the age of 16 by requiring the individual or the individual's parent or guardian to provide affirmative express consent (i.e., opt-in consent) before the minor's data can be transferred to a third-party.
- *Require transparency and accountability* on the part of companies who collect and process consumer data, including standards for privacy policies, internal privacy controls, the designation of privacy and data security officers, and a new data broker registry.
- *Combat negative uses of data* by setting standards for data security and supporting efforts to mitigate algorithm bias and digital content forgeries, such as "deep fakes."
- *Provide the FTC with new resources and capabilities* to enforce privacy protections, including through targeted rulemaking authority on key issues and by expanding the Commission's authority to cover nonprofits and common carriers.
- *Allow states to protect their citizens* by granting state attorneys general the authority to enforce the provisions of the federal law.

- Preserve existing federal privacy laws that have been effective in protecting certain types of consumer data, such as the Health Insurance Portability and Accountability Act (HIPAA) (Pub. L. 104-191).

In March 2019, Vicky Ludas Orlofsky wrote on the ALA Intellectual Freedom Blog: “the issue of consumer data privacy is still very much in flux. While states continue to work independently, it remains to be seen whether a federal privacy bill will be passed this year and, if so, what it will look like.” Although this was written toward the beginning of 2019, it still very much applies in 2021.

Impact on Academic Libraries

Libraries retain and take careful steps to safeguard patron’s data, including circulation records, database searches, and Internet browsing usage histories. The protection of the patron’s right to privacy and freedom from monitoring of their selection and use of information sources is a core value of professional librarians. Students, faculty, researchers, and other stakeholders often use third-party software when using library sources, such as resource management tools, readers, and other online service providers. Access to patron data by third parties essentially destroys assurance of privacy when using library resources.

When evaluating legislation, we must thoroughly understand legal, audit, and cost compliance factors that will impact academic institutions. The EDUCAUSE Policy Advisory Committee delegated resources to evaluating the changes of the Safeguards Rule and Controlled Unclassified Information (CUI) guidelines in 2019 and expressed, "Concern about the growing tendency of legislative and regulatory privacy proposals to emphasize perspective "checklists" of requirement, as opposed to supporting compliance based on risk management" (Cummings, 2020). These are valuable points to consider when reviewing legislation concerning data privacy. We must work with legislative representatives to address these policy issues, while maintaining patron privacy as a top priority.

ACRL’s Position

The individual’s right to privacy has long been an issue of interest and advocacy for the library community because it values the principles of free speech, inquiry, personal rights, and open government. Article VII of the [Library Bill of Rights](#) states, “Libraries should advocate for, educate about, and protect people’s privacy, safeguarding all library use data, including personally identifiable information.” The ongoing concern over the erosion of individual privacy and predatory online data mining practices warrants attention, engagement, and advocacy for government protections of the individual’s right to privacy.

Links to More information

[CRS Report-Data Protection Law: An Overview](#)

[ALA Intellectual Freedom Blog-Consumer Data Privacy and the Federal Government](#)

[Chairman Wicker’s Discussion Draft the United States Consumer Data Privacy Act](#)

[US Federal Policy Perspectives on the EDUCAUSE 2020 Top 10 IT Issues](#)

5. Open Access

Background

In February 2020, the White House Office of Science and Technology Policy (OSTP), in conjunction with the National Science and Technology Council's (NSTC) Subcommittee on Open Science (SOS), issued a Request for Information (RFI) from stakeholders in order to gather input on a potential executive order "ensuring broad public access to the peer-reviewed scholarly publications, data, and code that result from federally funded scientific research." A White House executive order mandating public access to federally funded research would be a significant development in making research open and accessible to all.

In April 2020 ALA and ACRL issued a response to the OSTP RFI, which describes the current model of restricted access as the "most significant limitation to the effective communication of research outputs, which acts as a barrier to scientific advancement and inhibits U.S. global leadership." The response outlines ALA and ACRL's position that open access to publicly funded research should be immediate and permanent. The response states that providing immediate and permanent open access to publicly funded research is necessary to ensure that the United States "retains its place as a leader in scientific innovation and development." The response cites examples from the current COVID-19 pandemic and characterizes open access as necessary to "improve the responsiveness of the scientific community and reduce the consequences for all subsequent disease outbreaks." The response also discusses the economic impact of open access and cites European studies, which find significant economic benefit to providing public access to new research. The ALA/ACRL response concludes, "To advance scientific progress, student learning, U.S. global leadership and competitiveness, and quick and informed response to health threats such as COVID-19, we urge the Administration to provide for immediate open access to taxpayer-funded research."

Current Status

Responses to the RFI closed on May 6, 2020. There has been no further information provided from the White House OSTP. Since the inauguration, the Biden administration has elevated the Director of OSTP to a cabinet-level position. Biden has voiced strong support for open access and open data policy in the past, most notably at a 2016 address to the American Association for Cancer Research.

Impact on Academic Libraries

Federal policy mandating open access for publicly funded research would require U.S. academic libraries to commit resources for faculty outreach and education. Librarians would likely play a large role in helping researchers understand the new requirements as well as their options for compliance. A federal open access policy could initiate the development of new approaches to the ways in which campuses track, manage, and report their research outputs and data. A mandate might also require institutions to commit new library resources or reshape

existing resources if campuses see sharp increases in institutional repository submissions, find that researchers have new or rekindled interest in hosting open access publications, or find that there is a need for additional funds to pay article processing fees.

A mandate that federally funded research be made publicly available would expand public access to reliable information, provide opportunities for new economic growth, and increase the speed at which researchers respond to new health and environmental challenges. Such a mandate would require academic libraries to pivot human and financial resources in order to support their campus researchers seeking compliance and map out a way forward that accounts for this change in the scholarly publishing landscape.

ACRL's Position

ACRL supports the expansion of public access to federally funded research. Specifically, ACRL notes the difference between public access, in which a copy of an article in any format might be made accessible, and open access, in which an article is made available in a machine-readable format so that it can be processed and can contribute to large data sets derived from many scholarly papers. Similarly, ACRL supports open data and encourages that open data be made a part of an executive order.

ACRL also calls for published research to be made open access immediately and permanently. Like Europe's Plan S, ACRL sees immediate open access as a crucial component for delivering the most current research to areas of study that change quickly and are on the cutting edge of scientific discovery. COVID-19 research serves as a glaring example of how important it is for new research to be made open access upon publication and not embargoed for months or years. Likewise, once made publicly available, publications should remain open and not be subject to removal from the public sphere at the behest of a publisher.

Links to More Information

[White House OSTP RFI](#)

[ACRL / ALA RFI Response to the RFI](#)

[SPARC Response to the RFI](#)

[Full List of Responses to the RFI](#)

[U.S. GAO Report \(2019\) That Informed the OSTP RFI](#)

[SPARC Statement on a US National Open Access Policy](#)

[President Biden's Remarks \(as VP\) to the American Association for Cancer Research](#)

6. Accessible Instructional Materials in Higher Education Act (Aim Higher Act)

Background

The Accessible Instructional Materials in Higher Education Act (Aim Higher Act) seeks to create a commission to develop voluntary guidelines for postsecondary electronic instructional materials and related technologies. Coursework materials are increasingly delivered in digital forms with e-books, PDF articles, and interactive web content delivered from the learning management systems, databases, and the open web. Whereas traditional tangible print items present obstacles to students with disabilities, digital content offers opportunities to expand accessibility for these students.

The Aim Higher Act will establish an independent commission to:

- develop and issue voluntary accessibility guidelines for postsecondary electronic instructional materials and related technologies,
- develop a model framework for pilot testing, such materials and technologies, and
- produce an annotated list of information technology standards.

The Department of Education will review and update the voluntary guidelines, pilot testing framework, and information technology standards every five years.

This legislation has its roots in the Technology, Equality, and Accessibility in College and Higher Education (TEACH) Act, introduced in Congress in November 2013. According to proceedings of a 2017 EDUCAUSE conference, that bill was intended to foster the development of voluntary accessibility guidelines for postsecondary electronic instructional materials and related technologies. Beginning in fall 2014, major higher education associations worked to develop a legislative proposal that could generate sustained progress in the accessibility of postsecondary electronic instructional materials. The results of this collaboration were the Aim Higher Act, introduced on September 27, 2016, and subsequently reintroduced in 2017 and 2019. The Act was included in versions of the 2018 Higher Education Act reauthorization bill, but substantive differences in the details proposed by the House and Senate were not addressed.

The Aim Higher Act is supported by the National Federation of the Blind, the Association of American Publishers, the Software and Information Industry Association, the American Council on Education, EDUCAUSE, and other leading higher education associations, as well as groups such as the National Center for Learning Disabilities and the Association of University Centers on Disabilities.

There has also been activity in several states to support affordable textbook initiatives. For instance, the Senate and General Assembly of New Jersey enacted a statute in May 2019 requiring institutions of higher education to submit annual plans to expand the use of open

textbooks and commercial digital learning materials in order to achieve savings for students enrolled in the institution.

Current Status

On December 5, 2019, Congressman David Roe (R-TN) reintroduced [H.R. 5312](#), AIM Higher Act. More than 40 cosponsors from both parties have added their name to the bill. On December 18, 2019, U.S. Senator Elizabeth Warren (D-MA) reintroduced [S. 3095](#), the Aim Higher Act, cosponsored by Senators Michael Bennet (D-CO), Dan Sullivan (R-AK), Jon Tester (D-MT), and Joni Ernst (R-IA). Later cosponsors have included Kirsten Gillibrand (D-NY), Maria Cantwell (D-WA), Jacky Rosen (D-NV), and Tina Smith (D-MN). This bill was referred to the [House Committee on Education and Labor](#) and to the [Senate Committee on Health, Education, Labor, and Pensions](#).

The bill creates a commission to develop voluntary guidelines for postsecondary electronic instruction materials and related technologies. The Department of Education will review and update the voluntary guidelines, pilot testing framework, and information technology standards every five years. Unfortunately, there has been no movement on this legislation since 2019.

Impact on Academic Libraries

The development of federal guidelines will directly benefit academic libraries and their users because libraries create and provide access to expansive online materials that are considered "postsecondary electronic instruction materials." The campus library is a central point of access for students in higher education, and academic libraries also provide direct instruction to students and create many instructional materials in digital formats. Therefore, these guidelines will help ensure that library instruction materials and resources are also accessible to all. This not only increases the accessibility of instructional materials for users with disabilities, but it also benefits all users by allowing them to access the information they need in the ways they need to, and that works best for them. Finally, while there are existing standards that this act will collate into an annotated list, these new guidelines will help to situate accessibility best practices into the context of higher education instruction, which academic libraries play an integral part, and libraries could use them to increase and ensure the accessibility of our instruction services and resources. The ACRL University Accessibility Interest Group is available to provide additional input and support for this work.

ACRL's position

ACRL has not stated a public position on this legislation.

Links to More Information

Article in [Educause Review](#) (November 2020)
[Elizabeth Warren speaks in support of AIM High](#) (January 2020)
Brief article in [Inside Higher Ed](#) (December 2019)
Article in [EDUCAUSE Review](#) (September 2016)

New Jersey Open Textbook Legislation

New Jersey [state legislation on open textbooks](#) (passed into law 2019)

Article about [New Jersey initiative](#) (June 2018)

7. Federal Funding for Higher Education

Background

There are two prominent areas of need/advocacy associated with the push for broader federal funding for higher education. One of these areas of need has emerged as a direct result of the COVID-19 pandemic and its effects on university budgets. Another relates to matters of equity, specifically in relation to the affordability of accessing higher education and the student debt crisis, and has also been amplified by the pandemic.

In a [recent letter to Congress](#), the American Council on Education (ACE) has identified no less than \$120 billion in pandemic-related expenses and lost revenue impacting students and institutions of higher learning. Since the onset of the pandemic, enrollment has dropped 3.3% at four-year institutions, and as much as 9.5% in the community college sector. International student enrollment is down by 43%, and the wider economic consequences of the pandemic are disproportionately affecting low-income and traditionally marginalized communities, where enrollments are down as much as 16%.

The American Civil Liberties Union (ACLU) has noted that over 44 million Americans are directly impacted by student loan debt. Further, minority communities, and women of color in particular, are disproportionately represented within these figures. [Research conducted by the Heller School of Social Policy and Management](#) points out that the median black borrower still owes 95% of their debt, while the median white borrower has paid off 94% of their debt. [ACE identifies long-standing disparities in median household income and net wealth](#), when comparing black and white households, as the most likely explanation for the disparities in student debt across racial lines. Under such circumstances, any positive movement on student debt reform or debt forgiveness will also further the cause of social equity in education.

Current Status

Several new laws are providing COVID-19 relief to colleges and universities. The \$2 trillion Coronavirus Aid, Relief, and Economic Security (CARES) Act ([P.L.116-136](#)), passed in late March 2020, included \$14 billion for institutions of higher learning. An additional \$22.7 billion in relief for colleges was injected into the Consolidated Appropriations Act of 2021 ([H.R. 133](#)), while another \$40 billion has been provided via the American Rescue Plan Act of 2021 ([H.R.1319](#)). Nevertheless, many advocacy groups have noted these funds fall short of current need.

In response to the pandemic's exacerbating effects on the student debt crisis, [President Biden has ordered a pause on all student debt payments and collections](#) until further notice. Interest

on these loans will also be held at 0% during this pause. At the same time, members of Congress have introduced two bills aimed at tackling student debt along two separate fronts. The Public Service Appreciation through Loan Forgiveness Act ([H.R. 251](#)) seeks to bolster existing public service-based loan forgiveness programs through expanded promotion and outreach, as well as the development of an online portal that will ease the administrative burdens program participants currently face. In a move that may signal further push for debt forgiveness by the White House, [H.R. 1683](#) will amend the Internal Revenue Code of 1986 in a manner that excludes certain student loan forgiveness from gross income of recipients.

Impact on Academic Libraries

Academic libraries are currently positioned to experience collateral fallout from the student loan crisis. With the multi-decade downward trend of public funding for colleges and universities, these institutions are forced to rely increasingly on tuition dollars as their main source of funding. Experts note this has led to the rapidly increasing costs of higher education, which in turn feeds the student debt crisis. Taken as a whole, this system of educational finance is unsustainable. Further, with the compounding effects of the COVID-19 pandemic on student debt repayment, universities should expect continued downward trends in enrollment. As tuition revenues drop, libraries have traditionally shouldered a disproportionate burden of institutional funding cuts. Therefore, any governmental action on student debt forgiveness, or the expansion of funding for educational access, that can bolster enrollment will help libraries maintain funding. Importantly, libraries will want to remain active in these conversations, as any well-meaning legislation that seeks to limit tuition rates, for example, without the provision of additional public funding for institutions, could result in significant funding cuts for libraries.

ACRL's position

[As noted by ALA](#), equity, diversity, and inclusion are fundamental values of the association and its members. Therefore, equitable access to higher education must be seen as foundational to the work and advocacy of ACRL and its members. So that ACRL members might gain a clearer understanding of these issues and their impact on libraries, the Government Relations Committee recommends ACRL leadership develop a formal policy statement on these matters.

Links to More Information

[Race and Ethnicity in Higher Education \(ACE\)](#)

[Student Debt is a Racial Justice Issue \(ACLU\)](#)

[What Will It Take to Solve the Student Loan Crisis? \(Harvard Business Review\)](#)

8. Environmental Impact of Data Centers

Background

As of 2020, data centers account for as much as 1% of global energy consumption (with the broader Internet sector comprising 2-4% of global consumption). This represents a doubling in the energy costs of these utilities since 2010, and some projections show these costs could increase another three-to-fourfold by 2030. As increased Internet use and demand for cloud computing grows, technological efficiencies may help to decrease the energy needs of global data center infrastructure. Nevertheless, it is important that organizations that rely on and champion these technologies, such as academic libraries and their parent institutions, fully appreciate their potential adverse impacts on the environment.

The Energy Efficient Government Technology Act ([H.R.1420](#)) sets forth requirements aimed at increasing the energy efficiency of information technologies and data centers within the federal government. In September 2019, this bill passed in the House and was routed to the Senate's Committee on Energy and Natural Resources, which recommended the legislation pass in the Senate without amendment via [S. Rept. 116-145](#). While no further action was taken on this particular bill, minimal elements were incorporated into Division Z (Energy Act of 2020) of the Consolidated Appropriations Act of 2021 ([H.R. 133](#)) and signed into law by the President in December 2020. It is important to note that these statutes only seek to establish energy efficiency standards for federally owned/operated data centers. The broader environment of privately operated data centers remains unaddressed by Congress.

Impact on Academic Libraries

While academic libraries owe it to their users to support the expansion of data-intensive and technology-assisted research, it will also be important to promote among library users a deeper understanding of the costs of this type of information access and use. Furthermore, it is imperative that libraries continue to review regulatory activities at the national level to ensure Internet and cloud-based technology infrastructures are made as energy efficient as possible.

ACRL's position

ACRL has not stated a public position on this particular topic or any of the aforementioned legislation. It is the recommendation of the Government Relations Committee that ACRL examine this issue more deeply toward the development of an official position relative to the environmental sustainability of Internet technologies, and data center infrastructure specifically.

Links to More Information

[United States Data Center Energy Usage Report](#)
[Recalibrating global data center energy-use estimates](#)
[Europe Edges Closer to Green Data Center Laws](#)
[ICYMI: What They're Saying About the Energy Act of 2020](#)

9. Watchlist

There are additional policy issues of great concern to academic librarians that are not included above because there is no pending legislation. Nevertheless, if legislation does arise or becomes necessary, ACRL will advocate for the best interests of academic and research libraries by relying on past precedent and current analysis.

a. Fair Access to Science and Technology Research Act (FASTR)

The [Fair Access to Science and Technology Research Act \(FASTR\)](#) was intended to mandate federal agencies and departments to preserve and make publicly available publicly funded research. The Federal Research Public Access Act (FRPAA), the predecessor to FASTR, was first introduced in 2006, reintroduced in 2009, and reintroduced again in the 112th Congress on February 9, 2012. It was superseded by FASTR, originally introduced in 2013, refiled on March 18, 2015, as S. 779/H.R. 1477, and again in summer 2017 as H.R. 3427/S. 1701, with bipartisan support in both the House and the Senate chambers.

While FASTR has not been reintroduced to Congress since 2017, and is not likely to be in the near future, it has widespread support among the library, higher education, advocacy, and funding organizations with a commitment to increased openness to all results of sponsored research, including both published articles and research data. New legislation needs to cover both, with reuse rights and immediate access (no embargoes). In addition to data gathered during the research process, access should include any code, software, algorithms, and computational tools that were developed and are necessary to do that validation. ACRL takes the position that new legislation should be developed to bring policy up to date, it should be inclusive of all research outputs and consistent with the policies in other countries.

b. Federal Depository Library Program (FDLP) Modernization Act

In March 2018, the House filed H.R. 5305, the [FDLP Modernization Act of 2018](#). The bill addressed many issues, including improved access to electronic resources, digitization of historical publications for public access, modernization of the online repository, free public access to GPO's online repository (govinfo.gov), and improved access to cataloging data produced by SuDoc. ALA, the American Association of Law Libraries, and the Association of Research Libraries [cosigned a letter of support](#) for H.R. 5305, while the GPO [published a statement](#) of its own. In April, amendments to H.R. 5305 were made available by the Committee on House Administration. The Congressional Budget Office (CBO) released their [cost estimates for H.R. 5305](#) (the FDLP Modernization Act) on May 25, 2018. However, progress stalled, and H.R. 5305 died when the 115th Congress ended in January 2019. In July 2020, GPO released a new set of [legislative proposals](#) that fall along the same lines as those changes outlined within the FDLP Modernization Act. This activity renews hope that Congress may pass legislation to update internal policies and operations at GPO. As of February 2021, GPO

began soliciting feedback and comment on an updated version of proposed changes to Title 44 of the U.S. Code.

c. **Deferred Action for Childhood Arrival (DACA)/Immigration Issues**

The DACA program, put in place by the Obama Administration in 2012, protects individuals brought to the United States as children from deportation and is currently in litigation. In January 2018, a nationwide preliminary injunction was issued on the September 2017 rescission of the DACA program. In June 2018, the [Memorandum from Secretary Kirstjen M. Nielsen](#) agreed with the decision of Secretary Duke under the [Duke Memorandum](#) (set on September 5, 2017) to rescind the DACA policy. Despite the efforts of the Secretary of Homeland Security and the Trump Administration, the Ninth Circuit Court of Appeals upheld the nationwide preliminary injunction and required DHS to continue accepting renewal applications ([National Law Review, November 12, 2018](#)). The Supreme Court, in 2019, decided to review the DACA issue during its October term and a decision is anticipated sometime in 2020 ([National Law Review, July 8, 2019](#)). The [U.S. Citizenship and Immigration Services](#) (USCIS) is not accepting requests from individuals who have never been granted deferred action under DACA, but due to ongoing court orders, USCIS continues to accept renewal requests.

With the culmination of the 2020 elections, a series of proposed bills were sent to the chambers regarding DACA and immigration policy in general. As recently as December 17, 2020, Senator Catherine Cortez Masto (D-NV) introduced [S.5055](#), a Senate bill emphasizing among other things the protection of immigrant families and promotion of citizenship. On January 20, 2021, the White House released a Memorandum for the Attorney General the Secretary of Homeland Security, titled [Preserving and Fortifying Deferred Action for Childhood Arrivals \(DACA\)](#).

On March 3, 2021, Rep. Roybal Abellard introduced H.R. 6, [The American Dream and Promise Act](#), a bill to provide certain undocumented noncitizens with a path to receive permanent resident status. This bill contains other provisions for immigrants, including the authorization of cancellation of removal and adjustment of status for certain noncitizens. On March 16, the Rules Committee introduced a resolution to provide for one hour of general debate on several bills introduced in the House, including H.R. 6. As of the time of this writing, H.R. 6 has 175 co-sponsors.

The [ACRL Board of Directors has publicly recognized DACA students](#), faculty, and staff in higher education—many of whom also work in libraries—as important and valued members of the academic community. The loss of these groups who “contribute their unique perspectives” would “harm intellectual freedom by removing the voices of vulnerable groups from the scholarly discourse, and would jeopardize the invaluable cultural enrichment brought to our campuses by immigrant students, faculty and staff.”

[Preserving and Fortifying Deferred Action for Childhood Arrivals \(DACA\)](#)
[National Law Review, November 12, 2018](#)
[Memorandum from Secretary Kirstjen M. Nielsen](#)

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Residency Interest Group – 3 Year Renewal (2021 – 2024)

Submitted by: Sheila García, Liaison Librarian, Residency Interest Group Convener

Date submitted: 05/13/2021

Background

Despite the impacts of COVID-19 on the residency program landscape, the Residency Interest Group (RIG) has continued to grow and provide opportunities for current residents as well as former residents to lend their experience and expertise toward building a supportive community of practice. RIG is currently composed of six teams: Programs and Proposals, New Members and Mentorship, Assessment, Social Media and Web Communications, Diversity Residencies, and the Leadership team.

Over the last few years, RIG has shifted its focus toward building a safe space primarily for current and former residents. The New Members and Mentorship team has supported residents by providing spaces to speak openly about their experiences, learn about resources to enhance their work, and find support within a community of peers. RIG serves as a cornerstone for many residents in building a professional home, elevating resident voices, and supporting residents' continued development as leaders in the profession. Examples of this development can be found particularly in the work of the Diversity Residencies team, which has worked toward creating tools and checklists to inform the creation of Diversity Alliance residencies, while the Assessment team has launched a large-scale assessment of residency programs in order to inform administrators, current residents, and those interested in residencies about the strengths and opportunities for growth found within residency models.

The RIG leadership team has also sought to build a more transparent leadership process within the last year, implementing a nominations process for the selection of an incoming convener, and drafting the [Convener Principles Rubric](#) to guide the selection of the leadership team. RIG requests a 3 year renewal so that it may continue to build on its prior successes, allowing for further community building as well as further exploration of the needs of residents and the assessment of residency programs.

Stakeholders

N/A

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Fiscal and Staffing Impact

There is no fiscal nor staffing impact expected through this action.

Action Recommended

That the ACRL Board of Directors approves the renewal of the Residency Interest Group for a period of 3 years, from July 1, 2021 – June 23, 2024.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☒ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

I. NAME

Current Name of Interest Group: Residency Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED:

III. LEADERSHIP

Current Convener:

Name: Sheila Garcia

Institution: Grand Valley State University

Email Address: sheilaaraceligarcia@gmail.com

Incoming Convener:

Name: Jessica Dai

Institution: West Virginia University Libraries

Email Address: jessica.dai@mail.wvu.edu

IV. Please state the Interest Group's original charge.

RIG supports resident librarians, former resident librarians, and any interested parties to network, share their expertise, and promote resident librarian groups through: a) centralization of information regarding program availability; b) communication and promotion of core competencies and program evaluation; c) the overall advancement of resident education and residents' professional success through inter-collegiate collaboration. The Residency Interest group provides opportunities and a platform for current and former resident librarians and other interested parties to share their experiences, research, and the availability of library residencies. We believe that a resident librarian's point of view is important to the development, growth, and success of a residency program.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

N/A

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

As of 2019, RIG created a Diversity Residencies Working Group and an Assessment Working Group. These working groups created tools to evaluate residencies critically and seek to develop baseline standards within residency programs to mitigate potential harm to residents. The ACRL Diversity Alliance Taskforce has similar goals, including the assessment of residencies and the creation of best practices checklists for organizational leaders. However, these two working groups are unique because they elevate the perspectives and experiences of current and former residents. Each team shares their work with the RIG membership to receive feedback and better represent varied experiences in a safe space. In this way, RIG provides a more honest representation of residents' experiences that may not be as possible in a space that includes administrators and established librarians.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

In support of residents, several RIG members drafted the COVID Residents Open Letter, a document that asks institutions to take measured steps to mitigate risks and uncertainty for residents and fellows of color who have been inequitably impacted by COVID-19. Anecdotally, we've heard that this letter has directly resulted in extending the length of at least one resident's employment. Other residents can point to this resource when negotiating terms and support with their administrators. The New Members and Mentorship Committee team hosts monthly check-ins with residents. The check-ins provide a safe space for residents to connect over successes and frustrations. These check-ins are especially helpful in navigating uncertainty around finding permanent employment. Additionally, RIG held an informal Zoom meet-up during the ACRL 2021 conference and has plans to hold a Zoom meet-up following the ALA Annual conference as well.

☒ Current governance procedures attached.

RIG Teams and Roles

New Members & Mentorship Team

- Outreach to new RIG members by providing informational materials to new residents, those interested in forming residencies, those interested in becoming residents etc.
- Provide informative sessions on the library profession for new and current residents.
- Facilitate safe space conversations for residents to discuss successes and frustrations and build community with peers.

Programs & Proposals Team

- Provide a forum to discuss and plan presentation opportunities by and about library residents.
- Act as liaisons between external collaborators, i.e. other committees & interest groups and internal collaborators, i.e. partners within the main RIG group.
- Lead discussion of ideas, best practices, etc. in the program proposal process.

Social Media and Web Communications Team

- Maintain a directory of available, present, and past residency programs.
- Serve as a resource for institutions planning, managing, or researching residency programs.
- Encourage RIG members to contribute content for the website.
- Elevate resident-led presentations at regional and national conferences.

Assessment Team

- Provide a survey tool for residents to evaluate post-MLIS residency programs during the application process, while undertaking the residency term, and after completing the residency
- Develop a survey for administrators of post-MLIS programs before, during, and after the completion of a residency term
- Deliver and analyze results of a survey for assessing what makes residents and institutions thrive.

Subgroup on Diversity Residencies

- Conduct an environmental analysis of ACRL Diversity Alliance Residencies onboarding practices and procedures
- Develop guidelines for assessing the preparedness of potential ACRL Diversity Alliance Residency host institutions

- Create best practices for onboarding residents

ACRL Diversity Alliance Liaison

- Maintain communication between ACRL RIG and the ACRL Diversity Alliance.
- Seek areas for collaboration, particularly in management resources for residency programs and professional development opportunities for residents.

ACRL RIG Leadership Team

- Act as liaison between the various RIG teams.
 - Facilitate communication by facilitating bi-annual virtual meetings.
- Support the work of each team through leveraging resources and relationships within the profession at large.
- Evaluate governance and procedures as they relate to the various RIG teams on an annual basis.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: continuance of the ACRL Systematic Reviews and Related Methods Interest Group and a name change of this IG to Evidence Synthesis Methods Interest Group

Submitted by: Kate Ghezzi-Kopel, Health Sciences & Evidence Synthesis Librarian, ACRL Systematic Reviews and Related Methods Interest Group (2020 convener)

Date submitted: May 6, 2021

Background

The ACRL Systematic Reviews and Related Methods Interest Group was established in 2018 in response to a need for a community of practice for librarians providing evidence synthesis services at their institutions, particularly in fields outside of medicine. The term “evidence synthesis” describes any form of methodical, comprehensive literature review that aims to identify and synthesize all available research on a particular topic. This includes a variety of methods such as systematic reviews, scoping reviews, systematic maps, and more. Research shows that librarian involvement in evidence synthesis improves the quality of the resulting publications that often go on to inform policy and practice. Over the past 4 years, interest and engagement with evidence synthesis in the academic library community has grown substantially.

We seek to renew our interest group because it has become a valuable resource for the growing number of librarians who work with evidence synthesis across disciplines. We host a monthly journal club to discuss new research in this area, share training opportunities, and crowdsource answers to questions on our listserv from our members. T

The term ‘evidence synthesis’ has been adopted by the systematic review community in recent years because it encompasses many review methodology types, including emerging methodologies such as living reviews and rapid reviews. We wish to change our Interest Group name to Evidence Synthesis Methods to reflect this.

Please see our attached governance procedures for additional details.

Stakeholders

n/a

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Fiscal and Staffing Impact

If approved, ACRL staff will update the online directory of leadership with the new charge. Staff will also update membership promotional materials.

Action Recommended

That the ACRL Board of Directors renews the ACRL Systematic Reviews and Related Methods Interest Group through June 30, 2024, and approves a new charge and name change of this IG to Evidence Synthesis Methods Interest Group

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☒ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

I. NAME

Current Name of Interest Group: Systematic Reviews and Related Methods Interest Group

Proposed Name (if requesting a change): Evidence Synthesis Methods Interest Group

II. DATE ESTABLISHED: 2018

III. LEADERSHIP

Current Convener:

Name: Kate Ghezzi-Kopel

Institution: Cornell University

Email Address: kwg37@cornell.edu

Incoming Convener:

Name: Sarah Young

Institution: Carnegie Mellon University

Email Address: sarahy@andrew.cmu.edu

IV. Please state the Interest Group's original charge.

To promote and develop competencies around systematic reviews, meta-analyses, scoping reviews, and other related methods of research synthesis, through activities such as: Facilitating discussion and peer-support; Creating and managing a resource page; Encouraging programming and publications around systematic reviews through ACRL.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

To promote and develop competencies around evidence synthesis including systematic reviews, meta-analyses, scoping reviews, and other related methods of research synthesis, through activities such as: Facilitating discussion and peer-support; Creating and managing a resource page; Encouraging programming and publications around systematic reviews through ACRL.

[we've added a reference to "evidence synthesis" to reflect new terminology used in the field]

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

n/a

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

We hold a monthly journal club open to all ACRL SRRM IG members to discuss new research in evidence synthesis methods. Participation in the journal club has been active, with attendance ranging from 40-50 people each month. As of May 1st, 2021, our IG has a membership of 424.

Our IG listserv is active, with frequent resource sharing and Q&A among members. Sarah and I (and former conveners) strive to create an open culture where all questions are welcome regardless of anyone's experience level with evidence synthesis methods. Evidence synthesis is a growing field of practice for librarians and we have a lot to learn from one another via information sharing about trainings, presentations, project-level problem solving and emerging practices and methods.



Current governance procedures attached.

1. Name

Systematic Reviews and Related Methods Interest Group (SRRMIG)

Requested name change: Evidence Synthesis Methods Interest Group

2. Charge

To promote and develop competencies around evidence synthesis including systematic reviews, meta-analyses, scoping reviews, and other related methods of research synthesis, through activities such as: Facilitating discussion and peer-support; Creating and managing a resource page; Encouraging programming and publications around systematic reviews through ACRL.

3. Membership

Any member of the Association of College and Research Libraries may elect membership in SRRMIG. Every member of the interest group has the right to vote and is eligible to hold office.

4. Governance

Sec. 1. Officers. The officers of this interest group shall be a convener, an incoming convener, and a past convener.

Sec 2. Terms of Office. The convener shall serve for one year. The incoming convener shall serve for one year as vice-convener; at its expiration, or upon the occurrence of a vacancy, the vice-convener shall become convener. The past convener shall serve for one year.

Sec.3. Filling Offices. The officers are determined on a volunteer basis. Should there be multiple volunteers, an election will be sent out to the members.

Sec. 4. Agendas and Minutes. All meeting agendas and minutes shall be posted to the [SRRMIG ALA Connect Page](#).

5. Working Groups

Sec. 1. Authorization and Discontinuance. Working groups shall be authorized or discontinued as needed by the current officers.

Sec. 2. Appointment. Each working group will have a leader appointed by the officers.

Sec. 3. All working group members must be current SRRMIG members for the duration of their appointment.

Sec. 4. All working groups are required to report on their work to the conveners.

6. Interest Group Renewal or Termination

Sec. 1. Review. SRRMIG officers shall conduct a review of the group every two years to prepare a recommendation for the ACRL Board of Directors. During this review, the officers will evaluate the current charge, procedures, working groups, and membership statistics. The review will determine whether the interest group should be renewed.

Sec. 2. Board Recommendation. Based on the aforementioned review, six months prior to the three-year mark, the officers will submit a Board Action recommending that the interest group be renewed or terminated.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Renewal of the Universal Accessibility Interest Group

Submitted by: Meredith Knoff, Convener, Universal Accessibility Interest Group

Date submitted: 5/3/21

Background

Established in 2009, the Universal Accessibility Interest Group is a community where professionals gather to discuss any and all topics related to accessibility in academic libraries. With more than 600 members in its ALA Connect community, topics cover web accessibility, assistive technology and reference and instruction. The Interest Groups seeks to bring people from across the country and profession to create a supportive space for questions and exploration.

Stakeholders

Not applicable

Fiscal and Staffing Impact

The UAIG has an ACRL staff liaison that works with us and connects us with wider ACRL needs and activities. We have not required funding in the past and do not expect to need any in the future.

Action Recommended

That the ACRL Board of Directors approves the renewal of the Universal Accessibility Interest Group for another three years, through June 30, 2024.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☒ Student Learning

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

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Petition for Renewing an Interest Group

The purpose of this petition is to continue a current Interest Group in the Association of College and Research Libraries. Interest Groups are approved for three years. Unless approved for renewal, Interest Groups will automatically disband three years after the original date of creation. Interest Groups with a minimum of 75 ACRL personal members may petition the ACRL Board for renewal by submitting this document and an ACRL Board Action Form.

I. NAME

Current Name of Interest Group: Universal Accessibility Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: 2009 Spring Executive Committee Meeting

III. LEADERSHIP

Current Convener:

Name: Meredith Knoff

Institution: Indiana University

Email Address: merknoff@iu.edu

Incoming Convener:

Name: Maya Hobscheid

Institution: Grand Valley State University

Email Address: hobschem@gvsu.edu

IV. Please state the Interest Group's original charge.

The Universal Accessibility Interest group offers librarians, support staff, students, and other advocates networking and collaboration opportunities, information sharing and programming to promote accessibility in academic libraries, including web accessibility, assistive technology, reference and instruction for users with disabilities and captioning processes.

V. If the original charge requires modification, please include the new charge below and explain why change(s) are needed.

Not applicable

VI. The Board wants to ensure that Interest Groups do not conflict with other ACRL units. Please describe any overlap with other ACRL units and explain how this Interest Group is unique.

While topics of accessibility may take place in other ACRL units, the Universal Accessibility Interest Group is the only one solely dedicated to all topics of accessibility.

VII. The Board looks to Interest Groups to provide an active forum for engaging new and continuing members. Briefly describe the group's most notable activities that support this goal.

The Universal Accessibility Interest Group hosted a presentation for the 2020 ALA Midwinter Conference that featured an eResources accessibility projects. This year, the Interest Group will host a general business meeting where we will review submitted projects and materials that members have created or adopted in response to the Covid-19 pandemic. Members have also requested informal meet and greets at in-person conferences that we will seek to offer at future gatherings. These informal spaces will help professionals engaged in accessibility work to network and create meaningful connections. Additionally, the listserv has served as a space for open communication.s



Current governance procedures attached.

GOVERNANCE PROCEDURES**Name**

Universal Accessibility Interest Group (UAIG)

Charge

The Universal Accessibility Interest group offers librarians, support staff, students, and other advocates networking and collaboration opportunities, information sharing and programming to promote accessibility in academic libraries, including web accessibility, assistive technology, reference and instruction for users with disabilities and captioning processes.

Membership

Any member of the Association of College and Research Libraries may elect membership in the Universal Accessibility Interest Group. Every member of the interest group is eligible to hold office.

Conveners

Sec. 1. Officers. The officers of this interest group shall be a convener and a past convener.

Sec 2. Terms of Office. The convener shall serve for one year. The past convener shall serve for one year.

Sec.3 A call for nominations and self-nominations for convener is made via the Group's online communication (such as the listserv and/or ALA Connect) and during meetings. If there are no nominations, the current convener asks individuals if they would be interested. The current convener appoints the convener. If there is more than one nomination, the convener may appoint co-conveners.

Working Groups

Sec. 1. Authorization and Discontinuance. Working groups can be authorized or discontinued as needed by current officers.

Sec. 2 Appointment. Each working group will have a leader appointed by the chairs.

Sec.3 Working groups should report on their work regularly to the officers or during meetings to the attendees as relevant.

Interest Group Review

Sec. 1 Review. Group conveners will conduct a review of the group six months prior to the third year mark to prepare a recommendation for the ACRL Board of Directors. During this review, the conveners will evaluate the current charge, procedures, working groups, and membership statistics. The conveners will determine whether the interest group should be renewed and whether this procedure document should be revised.

Sec. 2 Board recommendation. Based on the aforementioned review, six months prior to the third year mark the convener will submit a Board action form to the ACRL Board of Directors recommending that the Interest Group be renewed or terminated.

Association of College & Research Libraries
50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Withdraw Statement on Library leadership Positions

Submitted by: Cinthya Ippoliti, Board liaison to College Library Section, CLS Chair Mary Mallery and CLS Vice-Chair Kevin Butterfield

Date submitted: May 27, 2021

Background

The ACRL Board approved in fall 2020 a Statement on Library Leadership Positions, emanating from the College Library Section, with further refinement. As significant changes were made between fall and January 2021 meetings, the Board expressed overall support for the statement, but referred the statement to CLS for continued refinement. As that process unfolded, it became clear that the time had passed to make such a statement.

Instead, CLS is looking to develop programming/materials around topics such as advocacy for staffing/funding, partnering with campus administration to support library initiatives, and developing a purposeful way to discuss the impact libraries have on student success and retention. The CLS Executive Committee will consult and collaborate on these new initiatives (with groups such as ACRL's Value of Academic Libraries Committee and other sections such as ULS) to support college library staff and management throughout the post-COVID transitions.

Stakeholders

The CLS Executive Committee discussed and agreed.

Fiscal and Staffing Impact

n/a

Action Recommended

That the ACRL Board of Directors approves withdrawal of the previously approved Statement on Library Leadership Positions.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☒ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Association of College & Research Libraries
225 N. Michigan Ave. Suite 1300 Chicago, IL 60601
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Guidelines for Women's and Gender Studies Information Literacy

Submitted by: Jennifer Steele, ACRL Standards Committee Chair

Date submitted: May 17, 2021

Background

In 2013, the ACRL WGSS Instruction Committee began work on creating an information literacy document for women's and gender studies. When the ACRL Framework for Information Literacy for Higher Education was approved, work shifted to align the forthcoming WGSS document with the Framework. Recognizing that diverse academic disciplines engage with information differently, the committee used the feminist lens of intersectionality to critically examine and adapt each of the original information literacy Frames to better address the needs and concerns of women's and gender studies.

Drawing on key texts from WGS and critical information literacy, the WGSS Guidelines for Women's and Gender Studies Information Literacy incorporates WGS threshold concepts into the Framework and provides an intersectional feminist context for each Frame. This document is intended to support faculty and librarians who seek to integrate critical information literacy into their curriculum. Learning outcomes that accompany each Frame reflect a feminist pedagogical viewpoint.

Committee members presented drafts of the document as posters at the NWSA 2016 and ACRL 2017 conferences to seek feedback from faculty and librarians. Further feedback was sought from the WGSS listserv, We Here listserv, and the WGSS Executive Committee. A draft of the document and a call for comment was also distributed in the section newsletter in May 2020. Additional details on the feedback process are available in the attached Standards Transmittal Form.

The ACRL Information Literacy Standards and Frameworks Committee (ILFSC) reviewed the document and voted to move it forward to the ACRL Standards Committee in March 2021. The Standards Committee considered the recommendation of ILFSC and approved the document in May 2021.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Fiscal and Staffing Impact

If approved, staff would add the document to the ACRL website and promote on ACRL communication channels.

Actions Recommended

That the ACRL Board of Directors approves the Guidelines for Women's and Gender Studies Information Literacy.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☒ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Guidelines for Women's and Gender Studies Information Literacy

Developed by the ACRL WGSS Instruction Committee

Foreword

Work on this adaptation began in 2013, informed by the draft work of the ACRL Information Literacy revision task force, as a task of the Association of College and Research Libraries (ACRL) Women's and Gender Studies Section (WGSS) Instruction Committee. Working mainly via online conferencing, the group wrote each Frame's definition, then the actions and attitudes for each Frame. Committee members presented drafts of the document as posters at the NWSA 2016 and ACRL 2017 conferences to seek feedback from faculty and librarians. Further feedback was sought from the WGSS listserv, We Here listserv, and the WGSS Executive Committee. The final document was submitted in January 2021.

Committee Members

- Julie M. Adamo
- Katherine Emily Ahnberg
- Tara Baillargeon
- Becky W. Blunk
- Juliann Couture
- Jennifer J. Elder
- Lesley S S. J. Farmer
- Rachel Wilder Gammons
- Ali Gomez
- Martinique Hallerduff
- Kathleen Labadorf
- Sharon Ladenson
- Carol A. Leibiger
- Amanda Maddock
- Lalitha Nataraj
- Caro Pinto
- Sherri B. Saines
- Maura Seale
- Caitlin Shanley
- Sarah I. Smith
- Beth Twomey
- Amber Willenborg
- Susan Wood

Introduction

In 2015, ACRL completed the Framework for Information Literacy for Higher Education. Recognizing that diverse academic disciplines engage with information differently, the ACRL Women and Gender Studies Instruction Committee used the feminist lens of intersectionality to

*critically examine and adapt each of the original information literacy Frames to better address the needs and concerns of women's and gender studies (WGS). A key theoretical approach applied in this document is critical information literacy. As defined by James Elmborg, critical information literacy builds on traditional definitions of information literacy, challenging students to "take control of their lives and their own learning to become active agents, asking and answering questions that matter to them and to the world around them."*¹

Drawing on key texts from WGS and critical information literacy, the WGSS Guidelines for Women's and Gender Studies Information Literacy incorporates WGS threshold concepts into the Information Literacy (IL) Framework and provides an intersectional feminist context for each Frame. This document is intended to support faculty and librarians who seek to integrate critical information literacy into their curriculum. Learning outcomes that accompany each Frame reflect a feminist pedagogical viewpoint.

As with library and information science (LIS), women's and gender studies has its own discipline-specific vocabulary. To ensure the relevance of the Guidelines for Women's and Gender Studies Information Literacy to women's and gender studies, WGS vocabulary is used throughout and library terminology is limited. For example, when developing learning outcomes to accompany each Frame, the committee chose to limit library terminology by using the terms "actions" and "attitudes" instead of "knowledge practices" and "dispositions." For readers unfamiliar with WGS terminology, we recommend consulting [Introduction to Women, Gender, Sexuality Studies](#), an open textbook used to develop this document.

Disciplinary Alignment

WGS does not share a common set of disciplinary standards or learning outcomes. In order to solidify disciplinary connections, committee members consulted introductory texts within the field, most notably *Threshold Concepts in Women's and Gender Studies*.²

While the statements below refer to "a student in the WGS classroom...", this document intends to address information literacy through the lens of sexuality and gender broadly across disciplines.

WGSS Frames and Actions/Attitudes

Assessment Strategies

Given the inherently subjective and deeply personal approaches to creating, locating, and disseminating WGS scholarship, the Action/Attitudes do not prescribe fixed or measurable outcomes for evaluating instruction. However, these Action/Attitudes can serve as touchpoints for assessing specific learning goals.

¹ James Elmborg, "Critical Information Literacy: Implications for Instructional Practice" *The Journal of Academic Librarianship* 32, no. 2 (March 2006): 193.

² Christie Launius and Holly Hassel, *Threshold Concepts in Women's and Gender Studies* (Hoboken: Taylor and Francis, 2014).

Research as Inquiry

In the context of women's and gender studies, instructors often facilitate a participatory and cooperative environment in the classroom, which empowers students to raise critical questions about structural inequities, gender roles, and norms. Students relate their own experiences to diverse sources of knowledge, leading them to question assumptions about gender and sexuality.

A student in the WGS classroom....

- **Actions and Attitudes:**
 - Considers the lack of women's voices in scholarly and other sources, such as primary sources, literary works, datasets, and the role of intersectionality in these gaps.
 - Identifies alternate sources or ways of reading sources against the grain.
 - Understands that relevant information may exist, but may be hard to find because of subject heading and keyword search limitations, such as dated or biased terminology in library systems or changing terminology within WGS.
 - Reviews information sources thoughtfully to identify potential biases, gaps, silences, and underlying assumptions about intersectional gender roles.
 - Feels empowered to investigate difficult critical questions about intersectional structural inequities often obscured in information.
 - Incorporates diverse information sources with individual experiences to create personalized knowledge.
 - Delves into a question knowing each answer raises more questions, and follows those leads via feminist thinking to deeper discovery.

Information has Value

The production and distribution of information sources are increasingly controlled by for-profit ventures and may marginalize underrepresented voices, including, but not limited to, BIPOC women, white women, and LGBTQIA people. WGS scholars value representation of these voices within and beyond traditional scholarly publishing, and use and create sources produced in traditions and formats that document lived experience (e.g. oral histories, memoirs, autoethnography, zines, etc.).

A student in the WGS classroom....

- **Actions and Attitudes:**
 - Understands that it may be difficult or unlikely to find these voices in certain circumstances or types of sources, along with the reasons why it might be difficult or unlikely.
 - Is aware that capital and profit are heavily involved in the production and dissemination of information, including scholarly information.

- Recognizes patriarchy and related ideologies such as racism and ableism in popular and academic information creation and consumption.
- Thinks critically about one's online presence, and the racialized and gendered effects of sharing one's work and self online.
- Recognizes that the WGS threshold concept of privilege and oppression infuses information at every level: creating, collecting, indexing, finding, understanding, evaluating, and publishing.
- Understands that WGS knowledge can be trans-, inter-, and multidisciplinary which may influence the way information is produced, disseminated, and accessed.

Authority Is Constructed and Contextual

WGS understands that the academic community and academic publishing is built on a patriarchal construction of power and voice that privileges what Audre Lorde calls a "mythical norm".³ Scholarly authority privileges these very specific kinds of knowing, and academic systems marginalize voices on the periphery. People who have been denied entry into, or who don't attain permanent positions in, academia ultimately fall out of the scholarly conversation. Students can also be perceived as marginal in this space.

When considering the authority of an information source, WGS scholars actively consider authors of non-dominant ideology, race, class, gender, and ability in their evaluation process and recognize that personal experience can be a critical source of knowledge.

A student in the WGS classroom....

- **Actions and Attitudes:**
 - Seeks marginalized voices in respectful ways; acknowledges, sheds light on, gives voice to, and holds a space for those voices and the platforms where they can be discovered.
 - Inquires about the social, political, and cultural context in which information is produced and disseminated in order to facilitate critical analysis of information sources.
 - Understands that the formal structures of academic scholarship privilege particular types of knowledge production and dissemination which do not necessarily reflect the experiences and norms of marginalized groups.
 - Constructs authority with a thorough understanding of context, and questions traditional forms of authority.

Scholarship as Conversation

Established power and authority structures influence the organization of information and privilege certain voices in scholarly conversations. WGS seeks to subvert these established power and authority structures, and broaden the conversation by bringing diverse voices from

³ Audre Lorde, *Sister Outsider: Essays and Speeches* (Berkeley: The Crossing Press, 1984), 116.

the margins to the center. WGS also provides alternative information structures and counter stories to offer alternative perspectives on scholarship.

A student in the WGS classroom....

- **Actions and Attitudes**
 - Identifies themselves in the subject of inquiry and acknowledges their own standpoint. Articulates and questions personal assumptions to facilitate openness to exploring and generating new knowledge.
 - Actively listens to the conversation through research and reading.
 - Creates new meaning by engaging across multiple perspectives.
 - Values equitable, inclusive, and feminist collaboration, sharing, and participatory research as a means of empowering self and others.
 - Articulates sound arguments supported with research grounded in feminist theories to build on previous work in WGS.

Searching as Exploration

The searcher's cognitive, affective, and social dimensions are embedded within racialized, patriarchal, and inequitable economic structures, which influence how a searcher thinks about research and engages in search. Additionally, search terms are limited by what we already know, as Safiya Noble has observed,⁴ and information systems and structures, like the people that created them, evidence gender and racial bias. The content included and not included in databases, as well as words used in subject headings and item records, are structured by social norms that replicate oppressions.

A student in the WGS classroom....

- **Actions and Attitudes**
 - Identifies avenues for seeking out the scholarship of underrepresented or marginalized communities, and knows where to gather such "hidden" information.
 - Understands that information systems, algorithms, and technological infrastructures are not neutral and are built by humans to display, order, and provide information in specific ways. Appreciates the ways in which these systems are specifically biased around gender.
 - Understands that relevant information may exist, but may be hard to find due to limitations in both the search process and information systems and structures.
 - Identifies the intersection of racialized and patriarchal power structures and related socioeconomic factors that magnify barriers to information access.
 - Tolerates ambiguity or even conflicting evidence as part of the research process.

⁴ Safiya Umoja Noble, *Algorithms of Oppression: How Search Engines Reinforce Racism* (New York: New York University Press, 2018).

Information Creation as Process

WGS understands that patriarchal power structures privilege traditional, colonizing epistemologies, and create canons⁵ that determine how information is created and disseminated. The continued reproduction of canonical knowledge produces arbiters of value in academia that prize Western-based cultural systems above all others, and feminist pedagogy in LIS questions the underlying processes that reify and sustain these systems. The pre- or post-publication editing and reviewing activities have historically dictated the value of scholarship, but WGS encourages the ongoing critique of these processes and our own professional adherence to them.

Sara Ahmed notes that citational practices are significant in the creation of disciplines: by selecting *who* and *who is not* cited, along with dictating what ideas are/are not core to a field of study, we are complicit in raising certain voices while erasing others.⁶

A student in the WGS classroom....

- Actions and Attitudes:
 - Articulates the capabilities and constraints of information developed through a hegemonic cultural lens that privileges certain voices over others.
 - Understands that formal structures of academic scholarship have not made space for marginalized epistemologies in the information landscape.
 - Critiques systems that confer value on different types of information products.

⁵ Toni Morrison, *Unspeaking Things Unspoken: The Afro-American Presence in American Literature* Tanner Lectures on Human Values: University of Michigan, October 7, 1988, <https://tannerlectures.utah.edu/documents/a-to-z/m/morrison90.pdf>.

⁶ Sara Ahmed, "Making Feminist Points," *Feministkilljoys*, 2013. <http://feministkilljoys.com/2013/09/11/making-feminist-points/>

Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

(To Accompany All New and Revised ACRL Standards, Guidelines, and Frameworks)

Title of Standard, Guideline, or Framework:

WGSS Companion Document to the ACRL IL Framework

Section or Committee Submitting:

WGSS Instruction Committee, Maura Seale and Lalitha Nataraj, co-chairs

Submitting Section or Committee Chairperson:

Sharon Ladenson

Date of Previous Version: NA

Means used to solicit comment on earlier drafts of the new/revised Standard, Guideline, or Framework:

___ Published in *C&RL News* (date) _____

X Disseminated on email distribution lists (listservs): (give list names and dates):

WGSS-L, 4/14/20

WeHere, 4/14/20

X Published in Section newsletter (date) 5/15/20

___ Public hearing held [optional] (date) _____

___ Letters to "experts" requesting comments: (list names and dates):

___ Other professional associations consulted (e.g., Society of American Archivists):

Draft presented as a poster at the ACRL conference in 2017

Draft presented as a poster at the National Women's Studies Association conference in 2016

___ Other (please list):

Date Approved by Section executive committee (if applicable) _____

Date Approved by ILFSC ____3/12/2021_____

Date Approved by Standards Committee ____5/11/21_____

Date Approved by ACRL Board _____

Where and on whose responsibility should this (Standard, Guideline, or Framework) be published or otherwise disseminated?

C&RL News by _____

Other (please list)

Notes from ILFSC: we had concerns about the absence of 'letters to experts' recorded in this form but WGSS members reported reaching out to faculty. This, coupled with the presentation at the National Women's Studies Association conference, demonstrated the inclusion of experts in the conversation.

Association of College & Research Libraries
225 N. Michigan Ave. Suite 1300 Chicago, IL 60601
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: PPIRS Companion Document to the ACRL Framework for Information Literacy

Submitted by: Jennifer Steele, ACRL Standards Committee Chair

Date submitted: May 17, 2021

Background

The PPIRS Companion Document to the ACRL Framework for Information Literacy is the culmination of a two and a half-year collaborative effort involving the ACRL Politics, Policy and International Relations Section (PPIRS) membership, faculty in PPIRS disciplines, and members of the Ad Hoc Committee charged with revising the former Political Science Research Competency Standards to bring them into alignment with the ACRL Framework for Information Literacy for Higher Education.

Within the document, each Frame is described both in the context of the Framework, and also in terms of the issues facing students, faculty, and librarians in PPIRS disciplines. The companion document also outlines practices and dispositions from the Framework believed to be most relevant to political science, policy studies, international relations, and related disciplines based on the input of stakeholders, which is described for each frame under "Summary of Stakeholder Input."

The committee reviewed competency guidelines established by the International Studies Association (ISA) and the American Political Science Association (APSA) as the two closest discipline-related professional bodies. A survey to gather input about how PPRIS librarians were using the ACRL Framework was shared on the PPIRS listserv and librarians were invited to participate in two Zoom sessions to share additional insight into their teaching practices and areas of the Framework they believed needed clarification. Feedback was also collected during the section meeting at the 2019 ALA Annual Conference and through Interviews with 15 faculty in government, policy, non-profit management, and urban studies. Additional details on the feedback process are available in the attached Standards Transmittal Form.

The ACRL Information Literacy Standards and Frameworks Committee (ILFSC) reviewed the document in October 2020 and requested additional clarification on the development process. IFLSC reviewed an updated version and voted to move it forward to the ACRL Standards Committee in March 2021. The

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Standards Committee considered the recommendation of ILFSC and approved the document in May 2021.

Fiscal and Staffing Impact

If approved, staff would add to the ACRL website and promote on ACRL marketing channels.

Actions Recommended

That the ACRL Board of Directors approves the PPIRS Companion Document to the ACRL Framework for Information Literacy as a revision of the existing Political Science Research Competency Standards.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐

Value of Academic Libraries

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

☒

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☐

Enabling Programs and Services

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

Motion

☐

Above recommendation moved

☐

No motion made

☐

Motion revised (see motion form)

Action Taken

☐

Motion Approved

☐

Motion Defeated

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

☐ Other: _____



DRAFT: PPIRS Companion Document to the ACRL Framework for Information Literacy

Project Overview

The PPIRS Companion Document to the ACRL Framework for Information Literacy is the culmination of a two and a half-year collaborative effort involving PPIRS membership, faculty in PPIRS disciplines, and members of the Ad Hoc Committee charged with revising the former Political Science Research Competency Standards to bring them into alignment with the new ACRL Framework for Information Literacy.¹

The Committee's first meeting was held on April 13, 2018, following a prompt from ACRL's Information Literacy Standards and Frameworks Committee to update the Section's 2013 response to ACRL's Information Literacy Competency Standards for Higher Education. A call was made to the PPIRS list-serv for members willing to participate. Members include Erin Ackerman, Brett Cloyd, Stephanie Crowe, Christopher Lemery, Catherine Morse, Chelsea Nesvig, Mary Oberlies, and Winn Wasson. During the process, Brett Cloyd and Mary Oberlies took turns as Committee Chair, with Mary Oberlies serving as Chair as the Committee came to its conclusion.

The Committee saw this as an opportunity to provide guidance and support to librarians working with PPIRS disciplines. In addition, the Committee sought to develop good working relationships among librarians working in PPIRS liaison areas and enhance those librarians' capacity to work with faculty. Having had several years of practice and experience in librarianship since the approval of the ACRL Framework and commencement of its implementation, the Committee was excited to find ways to contribute to the conversation around information literacy in the profession. With the sunset of the Competency Standards, the Committee believed the charge called for starting from scratch and building a new approach to information literacy for the subject areas covered by PPIRS.

As a first step, the committee reviewed competency guidelines established by the International Studies Association (ISA) and the American Political Science Association (APSA) as our two closest discipline-related professional bodies. Finally, soliciting input from relevant stakeholders

¹ The ACRL Framework for Information Literacy is available at: <http://www.ala.org/acrl/standards/ilframework>

was an important component to the Committee's work. Key stakeholders included PPIRS-discipline faculty at Committee members' institutions and PPIRS members.

Committee members, who work in libraries on various sized campuses, developed questions for interviews² with faculty and each met individually with 3-4 members on their campus. Faculty were generous with their comments and insights on how they see students developing information and research skills. Faculty also identified shortcomings they saw in students' work such as distinguishing between source types and posing research questions. Additionally, faculty frequently mentioned competency in social sciences research skills and the imperative for students to acquire skills related to data analytics, qualitative and quantitative methods, and the interpretation of discipline-specific source types.

Librarians were given several opportunities to offer feedback. During the 2019 ALA Annual Meeting, members Brett Cloyd and Mary Oberlies led a session to highlight the Committee's work and inquire whether it was on track to meet expectations of colleagues. Comments were transcribed and reported back to the committee.

Librarians were also asked to complete a Qualtrics-based survey³ to gather input about how they were using the Framework. The survey was shared on the PPIRS list-serv and 51 librarians participated. We also invited librarians to participate in two Zoom sessions⁴ to share additional insight into their teaching practices and areas of the Framework they believed needed clarification. Both sessions were advertised on the PPIRS list-serv. The first session was held on November 27, 2019 and had twelve attendees. The second session was held on December 5, 2019 and had eleven attendees.

Information gathered from PPIRS members and faculty were synthesized and condensed into three key instructional goals per frame. These goals were mapped to the knowledge practices and dispositions outlined in the Framework, and from this the Committee generated this new document in the form of PPIRS-specific approaches to each of the six Frames along with examples and student learning outcomes.

The Committee chose to create an accompanying LibGuide⁵ about the PPIRS Framework, given the platform's practicalities, and its use as a shared platform among librarians. Within the LibGuide, the Committee created a visual infographic⁶ to illustrate digestible concepts for faculty members, a Padlet for PPIRS member contributions, information on contributing lesson plans to the ACRL Sandbox,⁷ and review each of the frames in a more condensed form, as

² See Appendix A for the list of faculty interview questions.

³ See Appendix B to view the survey questions and survey setup.

⁴ See Appendix C for Zoom conversation guided questions.

⁵ PPIRS Information Literacy Framework Guide at <https://acrl.libguides.com/PPIRS/frameworkcompanion>

⁶ We have included the Infographic in Appendix D.

⁷ Find PPIRS tagged lesson plans in the Sandbox at <https://sandbox.acrl.org/resources-search?combine=ppirs>

separate LibGuide pages. The Committee hopes the LibGuide provides an opportunity for PPIRS members to contribute to our exploration of the ACRL Framework and how it can be applied to our disciplines.

Organization of this Document

Within this document and the LibGuide, each Frame is described both in the context of the Framework, and also in terms of the issues facing students, faculty, and librarians in PPIRS disciplines. We have mined knowledge practices and dispositions from the Framework that we believe are most relevant to political science, policy studies, international relations, and related disciplines based on the input of our stakeholders, which is described for each frame under “Summary of Stakeholder Input.” The summary of stakeholder input sections outline the three most important areas librarians and faculty identified as being essential to information literacy instruction within political science, policy studies, international relations, and related disciplines.

We further expand on these areas by highlighting specific examples provided by stakeholders and linking them back to the Framework by identifying the knowledge practice and dispositions they represented. We further interpreted this information into language relevant to our disciplines and described them as “Evidence of Frame in Action” and “Sample Learning Goals.” The Evidence of Frame in Action sections each articulate how the frame could manifest in the real world. These examples are drawn from student or faculty research practice, examples of typical information sources or research methods in PPIRS disciplines, or represent real world issues scholars (novice or expert) need to take into consideration when conducting research. They are intended to be specific interpretations of the frames. We elected to create learning goals over learning outcomes so that librarians might use the goals to create outcomes specific to the sub-fields they work with.

Readers will notice notations of **KP** and **D** after statements in the summary of stakeholder input and learning goals. These refer back to the Framework and note which knowledge practice and disposition relates to these statements. For each of these instances, the number (ex. KP3) refers to the bullet point under the relevant area (ie. 3rd bullet point under Disposition is noted as D3). This document and LibGuide do not currently contain sample learning activities. The Committee recommends PPIRS members use the ACRL Information Literacy Sandbox⁸ for depositing and tagging activities with “PPIRS” to help others locate relevant learning activities. To assist with this, a link to search this tag in the Sandbox has been included on the LibGuide and in this document.

PPIRS is a popular section in ACRL and covers a wide array of subject disciplines. The Committee discussed approaches that would give disciplinary-specific examples of the Frames

⁸ Find PPIRS tagged lesson plans in the Sandbox at <https://sandbox.acrl.org/resources-search?combine=ppirs>

but felt the expertise for doing this might better rest with our members. With this in mind, we have broadly described the frames, evidence of frame in action and learning goals within this document so they are relevant to political science, policy studies, international relations, and related disciplines, but not specific to the sub-fields we represent. Our hope is that the PPIRS LibGuide for Information Literacy can provide a platform for collaboration in teaching practices between librarians and faculty that support student learning in a complicated information landscape through the padlet and ACRL Sandbox. We also encourage members of our section to come together in working groups to further interpret this document within the sub-fields PPIRS represents.

Our group has enjoyed good collegial relationships throughout our time working on this project. As we look forward to sharing this work, we recognize its lifespan is limited by changes in technology, current events, research practices, and pedagogy. We hope that our current and future colleagues will find this contribution useful and build upon it in the future.

Prepared by the Ad Hoc Committee on Information Literacy

Mary K. Oberlies, Chair, 2019-2021 (Co-Chair, 2018-2019)

Brett Cloyd, Co-Chair, 2018-2019, and Erin Ackerman, Stephanie Crowe, Christopher Lemery, Catherine Morse, Chelsea Nesvig, Winn Wasson

Authority is Constructed and Contextual

Frame Description

Information resources reflect their creators' expertise and credibility, and are evaluated based on the information need and the context in which the information will be used. Authority is constructed in that various communities may recognize different types of authority. It is contextual in that the information need may help to determine the level of authority required.

The claims of individuals and organizations to speak with authority in political science, policy studies, international relations, and related disciplines are complex and ever-changing. The information produced by governments at all levels has varying degrees of authority; this authority changes depending upon the issue, and may be shared or unclear in many cases. When searching for legal or government information, it is helpful for researchers to consider whether the creator of the information has the legitimacy to speak authoritatively on the subject and in what contexts that information is authoritative. Governments may use their power to determine what information is publicly available. This power can be used to keep information secret, placing limitations on available information, and in turn, limiting the authority of individuals or groups to speak on issues. Researchers should consider whether their information needs can be met by publicly available sources.

Think tanks, non-governmental organizations (NGOs), and interest groups also produce information that can be reliable. Organizations sometimes use the legitimacy conferred upon them to misinform the public in an effort to further political agendas. It is an essential skill for researchers in PPIRS disciplines to think critically about the biases no matter the source.

The authoritativeness of information in PPIRS disciplines is situational and can be conferred through formal and informal processes and be published or broadcast in many formats. Depending upon the topic, an authoritative figure or group can produce information in sources ranging from peer-reviewed academic literature to community activist newsletters and local news broadcasts.

Summary of Stakeholder Input

1. Teach about how to distinguish reliable sources of data from those that are unreliable.
(KP2)
 - Critically evaluate varied and conflicting data sources; stay motivated to find authoritative data ; and maintain awareness of personal and organizational biases.
(D1-3)

2. Teach how to identify the indicators of authority for think tanks/gray literature. *(KP1-4)*
 - Understand that this literature offers very diverse perspectives that do not go through a review process. Users should interrogate author background and organization funding sources and maintain awareness of motivation behind the production of the literature. *(D1-3)*
3. Teach how to recognize established voices in PPIRS disciplines and when to trust the authority of their claims. *(KP3)*
 - Evaluate whether it's appropriate to look for scholarly or non-scholarly literature on a given topic; examine author credentials and biases; be aware of inequities in authority-granting processes. *(D2-4)*

Evidence of Frame in Action

1. Statistics published by government agencies are widely used and accepted as authoritative because of these agencies' reputations for using sound methodologies and for collecting and analyzing data in a non-partisan manner.
2. Peer-reviewed journals provide public administrators with more credible information on which to base their decisions than they would find using social media platforms. However, an exploration of social media platforms might provide those officials with a sense of any misinformation they need to dispel when briefing the public.
3. A paper about polluted streams can bolster its argument by utilizing corroborating information from national governments, local environmental groups, regional newspapers, and industry press releases, drawing on their different points of view and areas of expertise.

Sample Learning Goals

1. Acknowledge how the ways in which authority is constructed reflect and reinforce existing hierarchies in our society. *(KP1, D2)*
2. Articulate the benefits and drawbacks of using various information sources (gray literature, government information, data, news sources, etc.) and consider how marginalized voices may have been excluded from those sources. *(KP1-2)*
3. Reflect on their personal biases and reactions to news stories and practice identifying and distinguishing between their emotional responses and logical analysis of the resources. *(D3, D5)*

4. Comprehend and apply the differences between the perspectives offered by scholarly and practitioner literature, government and organizational documents, legal cases and regulations, community data, and think tank information, recognizing the various purposes these literatures and organizations serve. **(KP1-2, KP4, D3-4)**
5. Distinguish reliable data from unreliable and recognize how data is shaped by the data collection and analysis decisions made by data creators. In the case of government-produced data, students will consider how politics shape data collection and analysis. **(KP2)**
6. Identify the characteristics of primary- versus secondary-source legal information and the relationship between the two. **(KP1)**
7. Interrogate the traditional notions of authority in PPIRS disciplines and consider voices often excluded from those conversations, particularly voices from BIPOC, immigrant, disabled and LGBTQ communities. **(KP3, D4)**

Information Creation as a Process

Frame Description

Information in any format is produced to convey a message and is shared via a selected delivery method. The iterative processes of researching, creating, revising, and disseminating information vary, and the resulting product reflects these differences.

Research in political science, policy studies, international relations, and related disciplines draws on a wide variety of primary and secondary source material, including: quantitative and qualitative data statutes, case law, regulations, and other official documents; gray literature; products generated by news organizations; speeches and written statements; the writings of political theorists; and scholarly publications.

The intentions of and constraints on information creators dictate the content and existence of primary source material research draws. These factors influence the type of research that is feasible and the conclusions researchers can draw, and through them the content of published research and the subsequent scholarly conversation.

The expertise, methods, and interpretation of the researcher are factors in the scope and content of published research. Considerations that influence the process of generating scholarly information include the availability of primary source material, the availability of funding for research and stipulations on the funding, and the potential effect of a publication on a researcher's prospects for professional advancement.

Summary of Stakeholder Input

1. Teach how choices in gathering and processing raw information affect the content of information products and their derivatives. **(KP1-3)**
 - Examine how research design and influences on scholarly communication affect published products in raw data and scholarship. **(D1)**
 - Explore how non-academic information-gathering and processing practices affect journalism, gray literature, government data, and government rules, regulations, statutes, and case law. **(D1-3, D6)**
2. Teach how the format and source of information affects its perceived authority. **(KP4-6)**
 - Recognize techniques of information presentation that affect perception of authority. **(D4-5)**

- Interrogate the motivations of the source of raw data and information and of the individuals and organizations who transform it into a presented product. **(D1, D4-5)**
- 3. Teach mindfulness of one's own process of creating information. **(KP7, D8)**
 - Acknowledge the capabilities and limitations of one's presented information product based on the raw inputs and processes used in transforming those raw inputs into a presented product. **(D1-2)**
 - Explore how the format of one's presented product can affect its perceived authority and apply this understanding ethically. **(D4-6)**
 - Recognize the importance of documenting the steps one uses to transform raw data and information into a presented product. **(D2)**

Evidence of Frame in Action

1. A polling organization's survey methods will influence its polling data and any research that relies on those data.
2. Research on crime using only official crime statistics will incorporate the social, political, and economic biases that affect law enforcement decisions about where and whom to monitor and whether to make arrests and prosecute individuals; and by the decisions of juries and judges about whether to convict and how to sentence an individual.
3. A researcher writing on Machiavelli's *The Prince* is using an English translation edition of the work. The translator's decisions on how to convey the work into English will affect the researcher's understanding of the work and thus what is produced.

Sample Learning Goals

1. Articulate the structural power and limitations of social media, data, and other non-traditional sources. **(KP4, KP6, D3-4)**
2. Identify the political, social, economic, and legal perspectives that may have an impact on how viewpoints and positions are represented. **(KP3, KP6, D4)**
3. Identify the characteristics of various types of government information, such as reports, data, news, blogs, bills, Congressional hearings, laws, and agency websites. **(KP3, D3, D6)**

4. Recognize the motivations of the source of raw data and information, and of the individuals and organizations who transform it into a presented product. *(KP4, D1, D5)*
5. Examine how research design and influences on scholarly communication affect published products in raw data and scholarship. *(KP3, D1)*
6. Identify techniques of information presentation that affect perception of authority. *(KP4, D4-5)*
7. Document the steps one uses to transform raw data and information into a presented product. *(KP7, D2)*

Information Has Value

Frame Description

Information possesses several dimensions of value, including as a commodity, as a means of education, as a means to influence, and as a means of negotiating and understanding the world. Legal and socioeconomic interests influence information production and dissemination.

Governments and intergovernmental organizations (IGO) are prolific creators of information, which forms the basis of much academic research in political science, policy studies, international relations, and related disciplines. More importantly, these information sources are essential input for policymakers, businesses, non-profit organizations, and individuals to make critical decisions. The creation of government and IGO information involves the mobilization of numerous financial, human, and capital resources. The availability and accuracy of specific government and IGO information is subject to the policy decisions of the organizations themselves.

The purpose of information produced by entities studied in political science, policy studies, international relations, and related disciplines is to inform and/or influence public opinion and government policies. Any information produced by these entities has the potential to shape policy decisions and public opinion. Those who are trying to influence policy-making and public opinion will select and frame information that will add value to their efforts to obtain their objectives. As such, in the realm of PPIRS disciplines, researchers must understand the motivations behind the production, dissemination, and framing of information.

Furthermore, researchers should reflect on how their own research wittingly or unwittingly serves political causes and consider the implications it has for influencing public opinion and policy-making, whether or not intentional. A researcher should be prepared for political actors to inaccurately represent their research or use their research for political purposes that s/he does not endorse.

Summary of Stakeholder Input

1. Teach the purpose of citations and how to create them. **(KP1)**
 - Respect authors' labor and work by properly citing all source types, including government documents and legal sources. **(DI)**
2. Teach how sources differ from one another (scholarly publications, news articles, gray literature, government information) in regards to publication methods and timelines. **(KP6)**

- Understand how and why some individuals or groups of individuals may be underrepresented or systematically marginalized within the systems that produce and disseminate information. (**KP4, D2**)
- 3. Teach how our access to sources differs depending on location and positionality. (**KP5, KP7**)
 - Recognize reasons for access or lack of access to information sources (e.g. country of residence, status in academia, or professional position). (**KP5, D4**)

Evidence of Frame in Action

1. The U.S. government requires that a researcher who received a particular taxpayer-funded grant for their research make their publication and its data available through open access.
2. Data collected and published by the US Bureau of the Census is openly and freely available to the public, which creates cost savings for the state and local governments, individuals, businesses, non-profit organizations, and other private actors that rely on those data to make decisions. Taxpayer money has already funded the collection and publication of the data.
3. A candidate for governor highlights a news story about the alleged failure of their rival to pay payroll taxes for a housekeeper as an argument against the rival in a campaign ad.

Sample Learning Goals

1. Recognize how government priorities impact federal, state, and local government websites and data accessibility. (**KP5**)
2. Explain how social, economic, and power structures influence the production and dissemination of information on government websites. (**KP5**)
3. Search the Internet Archive's Wayback Machine in order to find missing or deleted government web pages. (**KP5**)
4. Articulate the value of open scholarship in political science, public policy, and related fields. (**KP3**)
5. Recognize one's information privilege in comparison to those in locations where information is censored by the government. (**KP5, D4**)

6. Recognize that the structure of government information, including the U.S. government classification system, means that they may not have access to all government information. **(KP5, D4)**
7. Appropriately cite sources using APSA format. **(KPI, D1)**

Research as Inquiry

Frame Description

Research is iterative and depends upon asking increasingly complex or new questions whose answers in turn develop additional questions or lines of inquiry in any field.

Questions can help formulate search strategies to be used across different discovery tools and information types. By using the research literature to set up a question rather than draw a conclusion, students will be engaging in a form of inquiry that is open to different viewpoints. Helping students engage in complexity will enable them to become more rigorous in their approach to research in the discipline. Additionally, the iterative nature of research in all disciplines requires that questions are revised as often as needed to narrow in on a particular line of inquiry and then build upon current knowledge.

Practitioners in political science, policy studies, international relations, and related disciplines use a variety of social science research methods to examine and propose solutions to current problems. Introducing students to research methods in the discipline helps undergraduates understand and appreciate how they can make contributions to the field.

Summary of Stakeholder Input

1. Teach the research process and how to create research questions. *(KP1, KP3-4)*
 - Researchers should accept that research is a messy, iterative process. They need to know how to use different sources of information (legal, government information, data, gray literature, policy, and non-traditional sources of information) in order to formulate questions or articulate unresolved problems. *(D1, D5)*
2. Teach critical thinking and exploration skills, and how to engage with research. *(KP2-3)*
 - Researchers need to be curious, open to inquiry, and have the drive to engage with a variety of sources, perhaps even conflicting sources, while also being able to determine the appropriate depth of research for the project, beyond just finding X number of sources as required by an assignment. *(D1-3, D5-6)*
3. Teach idea generation. *(KP1, KP7-8)*
 - Researchers need to move beyond finding information to use simply as evidence and begin using information to generate their own ideas, questions and conclusions. *(D5-6)*

Evidence of Frame in Action

1. After noticing a conflict between the predictions Karl Marx made in his writings and the historical record, a researcher decides to explore why so many Marxist revolutions of the 20th century occurred in countries that had not yet experienced industrial capitalism.
2. A researcher in comparative politics is intrigued as to whether the perceived superior performance of an authoritarian government in handling a transnational emergency derives from the possibility that authoritarian governments are more efficient, or from their tendency to hide damaging information.
3. Looking at presidential approval polls, a researcher decides to investigate why one polling agency consistently shows higher presidential approval ratings than others.

Sample Learning Goals

1. Recognize the research process is multi-phased and an iterative process. **(KP3, D5)**
2. Use different sources (primary, secondary, etc) at various stages of the research process to gather background information, accumulate evidence, and build an argument. **(KP2, KP4)**
3. Be creative and open to inquiry by moving beyond a cursory exploration of information to engage with literature and identify appropriate sources (articles, data, policy, etc) to meet information needs. **(KP2, D1, D4-5)**
4. Use literature and other information sources to generate ideas, questions, and conclusions. **(KP1, KP7, D5-6)**
5. Identify legal and government information, policy, and data, to understand strengths and weaknesses, and know how to synthesize these information sources for research. **(KP4-5, KP7)**

Scholarship as Conversation

Frame Description

Communities of scholars, researchers, or professionals engage in sustained discourse with new insights and discoveries occurring over time as a result of varied perspectives and interpretations.

Research within political science, policy studies, international relations, and related disciplines is produced by organizations in formats beyond traditionally accepted publications like books and journals. Governments, research institutes, and intergovernmental organizations are prolific creators of information that contribute to the scholarly conversation. The information produced by individuals and organizations engaged in political scholarship are essential voices in the conversation—providing perspectives from policymakers, businesses, governments, organizations, scholars and individuals.

Researchers should seek out these voices, including social media, datasets, blogs, and more, when identifying contributions to scholarship. When engaging with these alternative forms of scholarship, researchers should consider how the information contributes to generating an understanding of a topic, rather than a binary truth versus falsehood. As consumers of information and participants in the political process, researchers have an active role in the scholarly conversation and the research they produce adds to the overall quality and continuation of the conversation.

Summary of Stakeholder Input

1. Teach about the role of scholarly discourse and its contribution to research and disciplinary knowledge. **(KP5)**
 - Scholarly discourse continually evolves with new insights and discoveries due to the varied perspectives and interpretations contributors make. The variety in understandings grows through the varied communities engaging in research, including scholars, researchers and professionals. **(KP6, D5)**
 - Scholarship is made up of varied research all representing a part of the contribution scholars make to disciplinary knowledge. Students should seek out articles, books, data and other sources of information to fully engage with the scholarly conversation. **(KP5, D4, D2)**
2. Teach students that scholarly conversations are on-going and rarely have a single perspective or understanding. **(KP6-8)**

- Students need to understand that research questions may not have a single uncontested answer within literature. **(KP8, D5)**
 - Students should learn that seeking out the scholarly conversations taking place within their discipline is part of the research process. **(D2)**
3. Teach students they do not have a passive role when researching, instead they are contributing to the continuously evolving scholarly conversation. **(KP2)**
- Highlight appropriate level opportunities and support formal student research contributions, such as student research journals, conference presentations/posters, etc. **(KP2, D3)**
 - Help students see that through their research they are entering an ongoing scholarly conversation and that, while it might evolve, it is never finished. **(D1)**
 - Students often consider themselves to have a passive role in research as consumers of information. They should learn to see themselves as contributors to scholarship and having a role in the scholarly conversation surrounding their research. **(KP7, D2-3)**

Evidence of Frame in Action

1. Identifying and following hashtags on social media surrounding debates and current/past events in order to understand the rhetoric related to that event or debate.
2. Accessing the Congressional Record to read hearings and language in bills to answer a question about how the requirement for individualized education plans became a required national policy.
3. A researcher accesses a local newspaper's archives from the 1940s to understand how Nazism in Germany was reported then and compares it to reporting on white nationalism in particular United States newspapers today.

Sample Learning Goals

1. Recognize that in political science and related disciplines, there are relevant conversations taking place outside of academic journals. **(D2, D4)**
2. Investigate the role of various sources in different forms of "conversation" (scholarly, popular, etc.) within political science related disciplines in order to determine useful entry points to the scholarly conversation. **(KP2)**

3. Recognize that scholarly conversation within a discipline (e.g. political science) is about generating understanding as opposed to seeking “the truth.” **(KP7, D5)**
4. Identify the contributions that different types of information sources (e.g., bylaws, social media posts, and datasets) make to disciplinary knowledge. **(KP5)**
5. Use the scholarly literature and other relevant sources in political science and related disciplines as the body of evidence upon which a research question may be constructed. **(D7)**

Searching as Strategic Exploration

Frame Description

Searching for information is often nonlinear and iterative, requiring the evaluation of a range of information sources and the mental flexibility to pursue alternate avenues as new understanding develops.

The varied nature of information sources in politics, policy studies, international relations and related disciplines requires researchers to learn varied search strategies and navigate multiple information platforms including databases, open web sources, data indexes, and governmental websites. Researchers need to be proficient in critically reading information sources to identify the types of sources available, determine how they can be used to further the scholarly conversation, and then locate cited information for further research. Search strategies might include concept mapping, snowballing, utilizing synonyms, keeping a research journal, identifying organizations that contribute information, and learning where various information sources are stored.

Researchers sometimes struggle to differentiate sources by quality and type in an online environment. Information from credible and reliable sources shares online and intellectual space with misinformation and disinformation and can be challenging to identify and distinguish. Learning to map the information lifecycle provides insight into the value of news sources, government hearings, journal articles, datasets, and social media in contributing to the creation and dissemination of information.

Engaging with challenging problems requires moving beyond simple search strategies. To be successful, researchers must display persistence and flexibility in their searching which might require them to revisit their research questions due to a lack of reliable information, or generate their own datasets.

Summary of Stakeholder Input

1. Teach the need to use and examine a wide variety of sources (e.g scholarly literature in PPIRS fields, government information, data, news, think tank reports), and not relying on the first one(s) found. **(KP2-3)**
 - Use initial sources to locate additional sources (snowballing), using methods appropriate to the source (e.g. tracing citations in scholarly literature, following links in think tank reports or gray literature). **(D5)**
2. Teach searching strategies in a scaffolded way. **(KP7)**

- Students in introductory PPIRS courses need to learn basic search strategies and concepts (e.g. using GovInfo, Think Tank Search, PPIRS databases) for finding sources useful in researching PPIRS fields. **(KP1, KP4, D1-2)**
 - Students at the capstone or graduate level should understand more complex topics like understanding where a scholarly or professional conversation is happening (e.g. “PoliSci Twitter”) and then tracking down that conversation. **(KP2, KP5-7, D5-6)**
3. Teach data literacy and how to locate data. **(KP2, KP4, KP6)**
- Identifying and interpreting data is unique from other types of information, and students need to understand how to locate and evaluate data. Students should consider who collects the data, where it is collected, and embrace mental flexibility and creativity in searching practices. **(KP2-4, KP6, D1, D4)**
 - As students advance their research skills they might need to begin collecting their own data or create new datasets based on existing ones. **(KP6, D3-4)**

Evidence of Frame in Action

1. A researcher critically reads a government report to identify people, organizations, concepts and statistics that may be used as search criteria to find additional information.
2. A researcher reads a newspaper article and identifies an included data source that could contribute to their research. They seek out this data source that provides the quantitative element that was missing in their research.
3. A researcher identifies and finds a journal article, a hearing proceeding, and a dataset created by an influential researcher. Locating these pieces of information may require different search strategies, including alternative keywords and search platforms, to be successful.

Sample Learning Goals

1. Articulate the differences between source types within PPIRS disciplines (e.g. scholarly books, articles, gray literature, social media) and determine which is appropriate for their information needs. **(KP1, D3)**
2. Identify the most useful literature for their information need, going beyond the most easily located literature. **(D2, D6)**

3. Using specialized search strategies, locate and navigate sources relevant to PPIRS disciplines such as government information (domestic and international), news sources, and datasets. **(KP4, KP7)**
4. Articulate how legal information is organized and disseminated and seek legal sources as needed. **(KP6)**
5. Seek assistance from a librarian with knowledge of relevant disciplines to determine or refine search strategies. **(D4)**

Appendix A: Faculty Interview Structure and Questions

Introduce the project, project goals, and reasons for the interview. *Boilerplate is here: edit for your own purposes at your discretion.*

I'm working with a small group of librarians from around the country to update our national standards for student research skills in [your discipline] and related disciplines. Our goal is to create a document that reflects the research and information-related competencies that today's students in [your discipline] should have. We're conducting interviews with faculty to get your perspectives on these competencies and what should be included.

Explain that we will be using the term "research skills" but that they should feel free to think about their students' skills as they relate to information in a broader sense, if they feel it's relevant for their discipline.

1. Tell me about the research skills of your students.
2. Do you think there are unique research skills needed within [this discipline] that might be less relevant to other fields?
3. Where do you see gaps in your students' research skills? Do these gaps change from freshman to senior year?
4. What research skills do your students have coming in as freshmen versus when they graduate?
5. What are the differences between the research skills needed for undergraduate students and graduate students in [your discipline]?
6. Is there a difference between the research skills that will be needed by students going on to become scholars in [your discipline] versus students going on to work in a professional setting related to [your discipline]?
 - a. Ask them to flesh out what research skills are most useful to each.
7. What research skills do you wish that students had before they got to your classroom?
8. What research skills do you think are best taught by you? What research skills do you think are best taught by another expert, such as a librarian?

9. Where do you see opportunities for collaboration between different types of information experts on developing students' research skills?

Appendix B: PPIRS Information Literacy Membership Survey

1. Which of the following best describes the institution where you currently work?
 - a. Doctorate-granting university
 - b. Master's college and university
 - c. Baccalaureate college
 - d. Associates college
 - e. Other (please describe)

2. To what extent are you *familiar* with the ACRL Framework for Information Literacy?
 - a. Extremely familiar
 - b. Familiar
 - c. Somewhat familiar
 - d. Not at all familiar

3. To what extent are you *familiar* with each of the standards of the ACRL Framework for Information Literacy?

	Extremely familiar	Familiar	Somewhat familiar	Not at all familiar
Authority is Constructed and Contextual				
Information Creation as a Process				
Information Has Value				
Research as Inquiry				
Scholarship as Conversation				
Searching as Strategic Exploration				

4. How *useful* do you find the ACRL Framework for Information Literacy?
 - a. Extremely familiar
 - b. Familiar
 - c. Somewhat familiar
 - d. Not at all familiar

5. How *useful* do you find each of the Frames in providing guidance for librarianship in political science, policy, and/or international relations?

	Extremely useful	Useful	Somewhat useful	Not at all useful
Authority is Constructed and Contextual				
Information Creation as a Process				
Information Has Value				
Research as Inquiry				
Scholarship as Conversation				
Searching as Strategic Exploration				

6. An ad hoc committee is working on a document on how to use the ACRL Framework for Information Literacy in PPIRS. What would make you more likely to use this document in your reference and instruction duties? What considerations should the ad hoc committee take into account?

[OPEN RESPONSE]

7. What types of guidance should be provided on how to use the ACRL Framework for Information Literacy in librarianship in political science, policy, and international relations (check all that apply)?
- a. Standards of assessment
 - b. Guidance for creating standards of assessment
 - c. Worksheets and other assessments for instruction sessions
 - d. Guidance for creating worksheets and other assessments for instruction sessions
 - e. Guidance for working with faculty in instruction sessions
 - f. Guidance for working with students in instruction sessions
 - g. Guidance for working with faculty in providing non-instructional services
 - h. Guidance for working with students in providing non-instructional services
 - i. None
 - j. Other (please describe)

8. Please include any other thoughts you have about the application of the ACRL Framework to librarianship in political science, policy, and international relations. (optional) **[OPEN RESPONSE]**

9. Do you provide library instruction tailored toward faculty and/or students in political science, policy, and/or international relations as part of your job responsibilities?

- a. Yes
 - b. No
10. **[IF YES TO 9]** Do you use the ACRL Framework for Information Literacy in your instruction that is specifically tailored toward faculty and/or students in political science, policy, and/or international relations?
- a. Yes
 - b. No
11. **[IF YES TO 10]** Which Frames have you incorporated into your instruction that is specifically tailored toward faculty and/or students in political science, policy, and/or international relations (check all that apply)?
- a. Authority is Constructed and Contextual
 - b. Information Creation as a Process
 - c. Information Has Value
 - d. Research as Inquiry
 - e. Scholarship as Conversation
 - f. Searching as Strategic Exploration
12. **[IF YES TO 10]** In what type(s) of instruction that is specifically tailored toward faculty and/or students in political science, policy, and/or international relations have you used the Frames? (check all that apply)

	Workshops	Credit-bearing information literacy course(s)	Online tutorials	One-shot instruction sessions	Other
Authority is Constructed and Contextual					
Information Creation as a Process					
Information Has Value					
Research as Inquiry					
Scholarship as Conversation					
Searching as Strategic Exploration					

a. If other, please elaborate. **[OPEN RESPONSE]**

13. **[IF YES TO 10]** How have you incorporated the Frames into your instruction that is specifically tailored toward faculty and/or students in political science, policy, and/or international relations?

	When creating learning outcomes	When creating the lesson outline	When creating the exercise/ learning activity	When speaking to the professor during planning	When speaking to students during instruction	When conducting assessment	Other
Authority is Constructed and Contextual							
Information Creation as a Process							
Information Has Value							
Research as Inquiry							
Scholarship as Conversation							
Searching as Strategic Exploration							

a. If other, please elaborate. **[OPEN RESPONSE]**

14. **[IF YES TO 10]** Please elaborate on a lesson in which you incorporated the Framework into your instruction that was specifically tailored toward faculty and/or students in political science, policy, and/or international relations. What aspects of the Framework *did* integrate well into your instruction? What aspects of the Framework *did not* integrate well into your instruction? (optional) **[OPEN RESPONSE]**

15. **[IF YES TO 10]** If you have not incorporated the Framework into your instruction that was specifically tailored toward faculty and/or students in political science, policy, and/or international relations, please elaborate on why you have not. (optional) **[OPEN RESPONSE]**

16. If you are interested in being contacted by the ad hoc committee to discuss your thoughts on the Framework further, please include your name and email address and/or phone number. (optional) **[OPEN RESPONSE]**

Appendix C: PPIRS Membership Zoom Conversation Questions

1. What is one thing you want students to understand about research in politics, policy, and international relations?
2. What tools or strategies do you use to teach students about critical inquiry and authority?
3. What are you doing now? How have you been using the frames in your instruction?
4. Any other advice or feedback? How might a document like this be useful to you?

Appendix D: Infographic



Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

(To Accompany All New and Revised ACRL Standards, Guidelines, and Frameworks)

Title of Standard, Guideline, or Framework:

PPIRS Companion Document to the ACRL Framework for Information Literacy

Section or Committee Submitting:

PPIRS Ad-hoc Committee on Information Literacy

Submitting Section or Committee Chairperson:

Mary Oberlies, Chair ad-hoc committee on information literacy

Date of Previous Version:

2007

Means used to solicit comment on earlier drafts of the new/revised Standard, Guideline, or Framework:

☐

Published in *C&RL News* (date) _____

☒

Disseminated on email distribution lists (listservs): (give list names and dates):

PPIRS Listserv, ALA Connect, directly emailed PPIRS members

☐

Published in Section newsletter (date) _____

☒

Public hearing held **[optional]** (date) _____ ALA Annual 2019, PPIRS Section Meeting

☐

Letters to "experts" requesting comments: (list names and dates):

☒

Other professional associations consulted (e.g., Society of American Archivists):

Reviewed competency guidelines by APSA and ISA (professional associations)



Other (please list):

Interviewed 15 faculty in government, policy, non-profit management and urban studies

Zoom meetings w/membership on 11/27/18 & 12/5/18

Date Approved by Section executive committee (if applicable) 7/21/2020

Date Approved by ILFSC 3/12/2021

Date Approved by Standards Committee

Date Approved by ACRL Board

Where and on whose responsibility should this (Standard, Guideline, or Framework) be published or otherwise disseminated?

will be housed on PPIRS website, Mary Oberlies will make request of PPIRS webmaster

C&RL News by

Other (please list)

Originally submitted 10/20/2020 to IFLSC. Resubmitted to IFLSC on 2/8/2021.

Notes from ILFSC: We initially questioned the absence of "letters to experts" listed in this form, but determined that the interviews with faculty satisfy this requirement

Association of College & Research Libraries
225 N. Michigan Ave. Suite 1300 Chicago, IL 60601
800-545-2433, ext. 2523
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Social Work: Companion Document to the ACRL Framework

Submitted by: Jennifer Steele, ACRL Standards Committee Chair

Date submitted: May 17, 2021

Background

In 2018, the ACRL Educational and Behavioral Sciences Section (EBSS) Social Work Committee was charged with developing a companion document to the ACRL Framework for Information Literacy for Higher Education as it relates to social work education and practice. This document is the result of a two-year process to bring about a usable, accessible companion document.

The overarching goal of creating this companion document is to clearly demonstrate where the ACRL Framework and social work educational competencies and standards, as well as professional ethics and values, intersect.

As part of the development process, the committee consulted the Council on Social Work Education's (CSWE) Educational Policy and Accreditation Standards (EPAS), which sets forth thresholds for professional competence and social work education, and the National Association of Social Workers' (NASW) Code of Ethics, which outlines the profession's core values informing social work practice. The committee created a draft online version of the document and gathered feedback from the community. The draft was promoted in the EBSS newsletter in Fall 2020 and expert feedback was also sought from the Academic Social Work Librarians Google Group. Details on the feedback process are available in the attached Standards Transmittal Form.

The ACRL Information Literacy Standards and Frameworks Committee (ILFSC) reviewed the document and voted to move it forward to the ACRL Standards Committee in March 2021. The Standards Committee considered the recommendation of ILFSC and approved the document in May 2021.

Fiscal and Staffing Impact

If approved, staff would add to the ACRL website and promote through ACRL marketing channels.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Actions Recommended

That the ACRL Board of Directors approves the Social Work: Companion Document to the ACRL Framework.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☒ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

Social Work: Companion Document to the ACRL Framework¹

About this document

Aim

In 2018 the Association of College and Research Libraries (ACRL) Educational and Behavioral Sciences Section (EBSS) Social Work Committee was charged with developing a companion document to the ACRL Framework for Information Literacy for Higher Education as it relates to social work education and practice. This document is the result of a two-year process to bring about a usable, accessible companion document.

The overarching goal of creating this companion document is to clearly demonstrate where the ACRL Framework and social work educational competencies and standards, as well as professional ethics and values, intersect.

Audience

While it may be obvious that the core audience for this document are academic social work librarians, we also include social work educators, practitioners, social work students, and academic librarians from other disciplines as the key stakeholders of this tool.

For those outside the social work discipline, we encourage you to utilize this document as a tool for reviewing your own disciplinary documents to see where they may align with the ACRL Framework.

Document Outline

Each section of this document provides text as the Framework relates to:

- Social work practice
- Social work education
- Corresponding values, ethics, and standards between social work and librarianship
- Sample learning outcomes for information literacy instruction sessions

From the beginning, we determined it was crucial to consult two major resources from the field of social work. We consulted the Council on Social Work Education's (CSWE) Educational Policy and Accreditation Standards (EPAS) as it sets forth thresholds for professional competence and social work education. Similarly, we utilized the National Association of Social Workers' (NASW) Code of Ethics, which outlines the profession's core values informing social work practice. These values include service, social justice, dignity and worth of the person, importance of human relationships, integrity, and competence.

Council on Social Work Education's (CSWE) Educational Policy and Accreditation Standards (EPAS)

National Association of Social Workers' (NASW) Code of Ethics

Contributors

Yali Feng, Behavioral Sciences Research and Data Services Librarian, Library Liaison to Psychology, Social Work, University of Illinois at Urbana-Champaign

¹ The online version of this document can be found at <https://acrl.libguides.com/sw>

Olivia Given Castello, Head of Business, Social Science, and Education, Library Liaison to the School of Social Work, Temple University

Carin Graves, Library Liaison to Social Work, Sociology, Criminal Justice, and Human Development and Family Studies, Michigan State University

Sarah Johnson, MLIS, LMSW, Assistant Professor, Social Sciences Librarian, Hunter College, City University of New York

Stephen Maher, MSIS, Librarian for Social Work and Psychology, New York University

Special thanks to Maureen Barry and Scott Marsalis for their suggestions, proofreading, and additional contributions.

Authority is Constructed

Social Work Perspective

Social Work Practice

In Social Work, Authority is Constructed and Contextual is exemplified in the process of Evidence-Based Practice (EBP) where a social worker formulates a research question, searches for empirical evidence, and integrates their findings with their client's values and culture to inform treatment. The social worker recognizes the authority of empirical research, the information resources it is contained in and contextualizes it according to their expertise and the needs, values, and culture of their client.

Social Work Education

Social work students are taught that individual clients and communities are the authorities of their lived experience. They learn that this knowledge is a type of authority and must be considered alongside professional guidelines and research in order to provide effective treatment or advance solutions. Social work librarians introduce students to the process of academic scholarship and how to distinguish it from these other sources of knowledge.

Connection to Professional Standards (NASW)

National Association of Social Workers: Code of Ethics

Note: The following NASW Ethics can apply to any of the six Frames. It is not exclusive to Frame 1.

Ethical Standard 1.05(b) -- Cultural Awareness and Social Diversity

“Social workers should have a knowledge base of their clients' cultures and be able to demonstrate competence in the provision of services that are sensitive to clients' cultures and to differences among people and cultural groups.”

Ethical Standard 4.01(c) -- Competence

“Social workers should base practice on recognized knowledge, including empirically based knowledge, relevant to social work and social work ethics.”

Connection to Professional Standards (CSWE)

Council of Social Work Education: Educational Policy and Accreditation Standards

Note: The following CWSE EPAS Competencies and Education Policy can apply to any of the six Frames. It is not exclusive to Frame 1.

The EPAS do not use the term “information literacy.” Rather, it outlines the following competencies and policies:

Competency 4: Engage In Practice-informed Research and Research-informed Practice

“Social workers understand that evidence that informs practice derives from multi-disciplinary sources and multiple ways of knowing.”

Examples of Learning Objectives

1. Discuss how we “know” something by comparing personal experience, tradition, authority, popular media, and common sense to the scientific method.
2. Identify examples of authority in the context of credible or trustworthy sources.

Information Creation as a Process

Social Work Perspective

Social Work Practice

Social workers are information creators. Whether it is case documentation, court letters, editorials, policy, advocacy briefs or empirical research. These communications represent the dynamic nature of information creation and dissemination throughout the field of social work. As information creators, social workers take responsibility for what their documentation communicates, protecting the privacy of clients, and acknowledging bias in their research methodology.

Social Work Education

Social work students learn the processes of engagement, assessment, intervention, and the evaluation of the individuals in their care and how to ethically translate these interactions into information outputs (i.e., research papers, literature reviews, case documentation, and so on) that will benefit them. These iterative processes allow students the space to cultivate information in different formats and varying contexts. Social work librarians help students learn how to distinguish various information outputs and the process in which they were created. With this insight, students reflect, research, and critically evaluate these information outputs before incorporating them into their own documentation and scholarship.

Connection to Professional Standards (NASW)

National Association of Social Workers: Code of Ethics

Ethical Standard 3.04(b) & (c) -- Client Records

"Social workers should include sufficient and timely documentation in records to facilitate the delivery of services and to ensure continuity of services provided to clients in the future...[and] protect clients' privacy to the extent that is possible and appropriate and should include only information that is directly relevant to the delivery of services."

Ethical Standard 5.01(d) -- Integrity of the Profession

"Social workers should contribute to the knowledge base of social work and share with colleagues their knowledge related to practice, research, and ethics. Social workers should seek to contribute to the profession's literature and to share their knowledge at professional meetings and conferences."

Connection to Professional Standards (CSWE)

Council of Social Work Education: Educational Policy and Accreditation Standards

Competency 1: Demonstrate Ethical and Professional Behavior

"Social workers demonstrate professional demeanor in behavior; appearance; and oral, written, and electronic communication."

Competency 5: Engage In Policy Practice

"Social workers apply critical thinking to analyze, formulate, and advocate for policies that advance human rights and social, economic, and environmental justice."

Examples of Learning Objectives

1. Develop, in their own creation processes, an understanding that their choices impact the purposes for which the information output will be used and the message it conveys.
2. Describe the information creation process for popular and scholarly sources, and evaluate sources in order to choose those that fit the information need.

Information Has Value

Social Work Perspective

Social Work Practice

Social Workers pursue social change on behalf of and in partnership with some of the most vulnerable and oppressed members of our society. This pursuit requires greater sensitivity and knowledge about oppression as well as cultural and ethnic diversity. Social workers'

understanding of power wielded by individuals and organizations with access to information affects how they make practice decisions and shape social policy.

Social workers understand their own information privilege and how systems of knowledge creation and dissemination may marginalize some individuals or groups. They leverage their critical understanding of these dynamics to make informed decisions as both information consumers and creators.

Social Work Education

Social work librarians curate collections of resources in various formats to preserve and provide access to knowledge in the fields of social work, psychology, sociology, and other relevant disciplines. They partner with faculty to find appropriate materials for their courses and provide research guides to facilitate independent learning and knowledge discovery.

As students learn to create, distribute, and utilize information as a means to effect social change, social work librarians teach them how to access knowledge from the library's collection and other proprietary sources. Students learn that access to information is a privilege that affects both social workers and their clients and they come to understand the importance of questioning individuals and organizations that hold power and influence with regards to information.

Lack of access to quality information is an ongoing challenge for social workers as the bulk of scholarly literature exists behind a paywall (Pendell, 2018). It's worth asking "if teaching students to use expensive, licensed databases...is effective for students once they separate from the university" (Pendell, 2018, p.1050). Considering this, it's crucial to teach social work students about open access, fair use, and to ensure proper credit is attributed to sources (See Also Frame 1: Authority is Constructed and Contextual and Frame5: Scholarship as Conversation).

Connection to Professional Standards (NASW)

National Association of Social Workers: Code of Ethics

Value: Social Justice

"...particularly with and on behalf of vulnerable and oppressed individuals" and "to ensure access to needed information..."

Ethical Standard 4.08(a) & (b) -- Acknowledging Credit

Social workers should take responsibility and credit, including authorship credit, only for work they have actually performed and to which they have contributed...[and] honestly acknowledge the work of and the contributions made by others."

Value: Integrity

"Social workers are continually aware of the profession's mission, values, ethical principles, and ethical standards and practice in a manner consistent with them."

Ethical Standard 5.01(c) & (d) -- Integrity of the Profession

"Social workers should contribute time and professional expertise to activities that promote ...competence of the social work profession...[through] teaching, research...[and] contribute to the knowledge base of social work and share with colleagues their knowledge related to practice, research, and ethics...seek[ing] to contribute to the profession's literature and to share their knowledge at professional meetings and conferences."

Ethical Standard 5.02(b) & (c) -- Evaluation and Research

"Social workers should promote and facilitate evaluation and research to contribute to the development of knowledge...[and] critically examine and keep current with emerging knowledge relevant to social work and fully use evaluation and research evidence in their professional practice."

Value: Competence

"Social workers should aspire to contribute to the knowledge base of the profession."

Connection to Professional Standards (CSWE)

Council of Social Work Education: Educational Policy and Accreditation Standards

Competency 1: Demonstrate Ethical and Professional Behavior

"Social workers recognize the importance of life-long learning and are committed to continually updating their skills to ensure they are relevant and effective."

Competency 2: Engage Diversity and Difference in Practice

"Social workers apply and communicate understanding of the importance of diversity and difference in shaping life experiences in practice...present themselves as learners and engage clients and constituencies as experts of their own [life] experiences; and apply self-awareness and self-regulation to manage the influence of personal biases and values in working with diverse clients..."

Competency 4: Engage in Practice-informed Research and Research-informed Practice

"Social workers know the principles of...culturally informed...approaches go [towards?] building knowledge...[and] understand the evidence that informs practice derives from multi-disciplinary sources and multiple ways of knowing"

Examples of Learning Objectives

1. Recognize differences in systems of publishing and dissemination for different source types
2. Recognize how linguistic barriers and differential access to publishing support affect authors in different regions
3. Recognize differences in information access based on organizational affiliation.
4. Demonstrate how differential information access impacts practice.

Research as Inquiry

Social Work Perspective

Social Work Practice

Social workers rely on Evidence-Based Practice to demonstrate the efficacy of the services they provide. Social workers and their agencies incorporate evidence into their practice by identifying and translating research; building relationships between practitioners and researchers; collecting and managing data on the individuals, families, and communities in which they work with integrity. To do this, social workers need to keep current with emerging knowledge relevant to their clients. Social workers who can synthesize information from multiple sources, critically assess new professional literature, and re-evaluate previously held conclusions in light of new information, will be effective evidence-based practitioners.

Social workers also draw on their professional knowledge as well as the expertise and lived experiences of their clients and the wider communities they serve. Expertise is also considered from other professions via a multi-disciplinary, cross-collaborative approach. When academic resources are unavailable, social workers utilize open access resources to inform their practice. Additionally, information is acquired in an ethical, legal manner.

Social Work Education

Social work librarians promote the value of open-ended questions and the importance of gathering information from multiple outlets and perspectives and gathering information from the perspective of marginalized communities. Social work librarians also emphasize the literature search as an iterative process. Social work librarians guide students in narrowing or broadening initial research questions by helping them ask “increasingly

complex or new questions whose answers in turn develop additional questions or lines of inquiry in any field” (Frame 4).

Social work librarians also teach students how to utilize a variety of research methods, including sources that fall outside the academic sphere such as the lived experiences of one’s clients. Further, social work librarians can assist students in developing data curation skills through the use of software applications for bibliographic management, survey design, and quantitative statistical analysis.

Connection to Professional Standards (NASW)

National Association of Social Workers: Code of Ethics

Value: Integrity

“Social workers are continually aware of the profession's mission, values, ethical principles, and ethical standards and practice in a manner consistent with them. Social workers act honestly and responsibly and promote ethical practices on the part of the organizations with which they are affiliated.”

Value: Competence

"Social workers...develop and enhance their professional expertise [by] continually striving to increase their professional knowledge...should contribute to the knowledge base of the profession."

Ethical Standard 2.03 -- Interdisciplinary Collaboration

“Social workers who are members of an interdisciplinary team should participate in and contribute to decisions...by drawing on the perspectives, values, and experiences of the social work profession.”

Ethical Standard 4.01 -- Competence

“Social workers should critically examine and keep current with emerging knowledge relevant to social work. Social workers should routinely review the professional literature...should base practice on recognized knowledge, including empirically based knowledge, relevant to social work and social work ethics.”

Ethical Standard 4.08 -- Acknowledging Credit

“Social workers should take responsibility and credit, including authorship credit, only for work they have actually performed and to which they have contributed...[and] honestly acknowledge the work of and the contributions made by others.”

Ethical Standard 5.01(b) -- Integrity of the Profession

"Social workers should...enhance and improve the integrity of the profession through appropriate study and research, active discussion, and responsible criticism of the profession."

Ethical Standard 5.02(c) -- Evaluation and Research

"Social workers should critically examine and keep current with emerging knowledge relevant to social work and fully use evaluation and research evidence in their professional practice."

Connection to Professional Standards (CSWE)

Council of Social Work Education: Educational Policy and Accreditation Standards

Competency 1: Demonstrate Ethical and Professional Behavior

"Social workers: make ethical decisions by applying...ethical conduct of research."

Competency 4: Engage In Practice-informed Research and Research-informed Practice

"Social workers know the principles of logic, scientific inquiry, and culturally informed and ethical approaches to building knowledge. Social workers understand that evidence that informs practice derives from multi-disciplinary sources and multiple ways of knowing."

Examples of Learning Objectives

1. Identify additional questions about the original research topic or interest.
2. Locate a variety of source materials related to your research project.
3. Locate and retrieve a research article that exists in a free, open access database that does not require you to log in to your institutional account.
4. Identify alternative keywords to the original search terms you started with.

Scholarship as Conversation

Social Work Perspective

Social Work Practice

Social workers use Evidence-Based Practice to identify accepted interventions by searching the research literature and coming to a conclusion based on what they've found. The literature that has coalesced around a given intervention's effectiveness is a direct result of the scholarly conversation.

Social workers who have fluency in the scholarly conversation, and the ability to synthesize a broad range of knowledge, will be empowered to participate in the conversation and apply it to their work. They recognize traditional scholarship may not be the only relevant

perspective on an issue, and their valuable first-hand practice experience as well as their clients' lived experiences inform their own contributions to the scholarly conversation in ways that can be enriching.

Social Work Education

Social work librarians should invite students to consider how they might contribute to the scholarly conversation: How do their own experiences in the field, in the classroom, at work, from life itself speak and respond to the current conversation or the absence thereof? How are different research articles in conversation with one another and with the personal experiences of the affected populations?

It is important to remind social work students that voices beyond the gold-standard of peer review are worth considering as part of the conversation. Librarians should prompt their students to ask about the role of policy papers, government documents, non-profit web sources, investigative magazine articles, and news reports as well as blogs and social media posts. Further consideration should also be given to alternate sources or underfunded news outlets, including those beyond a US-based context. Considering the social justice lens of social work, librarians should prompt students' evaluation of how non-English voices or underrepresented individuals, groups, and communities add to the conversation or are affected by systematic injustice.

Social Work librarians should encourage students to conceptualize scholarship as a conversation and empower them to participate as budding scholars. When students understand "that they can be participants in scholarly conversations [it] encourages them to think of research not as a task of collecting information but instead as a task of constructing meaning" (Simmons, 2005, p.299).

Connection to Professional Standards (NASW)

National Association of Social Workers: Code of Ethics

Value: Social Justice

"These activities seek to promote sensitivity to and knowledge about oppression and cultural and ethnic diversity. Social workers ensure access to needed information...resources."

Value: Integrity

"Social workers are continually aware of the profession's mission, values, ethical principles, and ethical standards and practice in a manner consistent with them. Social workers act honestly and responsibly and promote ethical practices..."

Ethical Standard 5.01(b) (c) & (d) -- Integrity of the Profession

"Social workers should uphold and advance the values, ethics, knowledge, and mission of the profession. Social workers should protect, enhance, and improve the

integrity of the profession through appropriate study and research, active discussion, and responsible criticism of the profession."

"Social workers should contribute time and professional expertise to activities that promote respect for the value, integrity, and competence of the social work profession. These activities may include teaching, research, consultation, service, legislative testimony, presentations in the community, and participation in their professional organizations."

"Social workers should contribute to the knowledge base of social work and share with colleagues their knowledge related to practice, research, and ethics. Social workers should seek to contribute to the profession's literature and to share their knowledge at professional meetings and conferences."

Ethical Standard 5.02(b) & (c)-- Evaluation and Research

"Social workers should promote and facilitate evaluation and research to contribute to the development of knowledge...[and]...critically examine and keep current with emerging knowledge relevant to social work and fully use evaluation and research evidence in their professional practice."

Connection to Professional Standards (CSWE)

Council of Social Work Education: Educational Policy and Accreditation Standards

Competency 1: Demonstrate Ethical and Professional Behavior

"Social workers: make ethical decisions by applying...ethical conduct of research"

Competency 2: Engage Diversity and Difference in Practice

"Social workers apply and communicate understanding of the importance of diversity and difference in shaping life experiences in practice...present themselves as learners and engage clients...as experts of their own experiences"

Competency 4: Engage In Practice-informed Research and Research-informed Practice

"Social workers use practice experience...to inform scientific inquiry and research"

Educational Policy M2.1—Specialized Practice

"The master's program in social work prepares students for specialized practice...[to]synthesize and employ a broad range of interdisciplinary and multidisciplinary knowledge and skills based on scientific inquiry..."

Examples of Learning Objectives

1. Locate references in an article and describe how they are in conversation with one another.
2. Understand the differences between scholarly and news resources as a part of the information ecosystem.
3. Organize and analyze the differences and similarities of ideas in the scholarly conversation on a given topic.

Searching as Strategic Exploration

Social Work Perspective

Social Work Practice

Evidence-based practice necessitates that social workers know how to locate relevant research in an efficient manner that accounts for quality and currency of scholarship, including relevance to their clients. This requires searching strategically for literature while anticipating new information and learning opportunities. As the bulk of scholarly literature for social work exists behind a paywall, it is imperative that practitioners know how to search for and retrieve open access sources.

Social workers understand and articulate the value of open access. They are empowered to seek avenues beyond restricted resources, such as obtaining access through public and university libraries. They seek assistance to identify access points for themselves and their clients. Where sources are limited, social workers advocate for themselves and on behalf of others to improve access to information and to acquire the skills to understand, interpret, and discern information to make informed decisions. Depending on the practical context and scope of their organization's or client's needs, social workers select from a variety of search strategies with which they are proficient.

Because social workers see themselves as "partners in the helping process" they persistently guide clients in pursuit of their information needs; actively listening to help identify questions, developing strategies for searching across multiple resources, and empowering clients to explore information sources for themselves.

Social Work Education

Social work librarians instruct students how to locate and utilize open-access sources beyond traditional, subscription-based databases (Pendell, 2018) such as websites, government documents, policy briefs, statistics, and academic journals. They teach students to recognize that, depending on one's research needs, "information sources vary greatly in content and format and have varying relevance and value."

By encouraging students to "seek guidance from experts, such as librarians, researchers, and professionals" as part of their strategic search strategy, social work librarians help

students understand that “first attempts at searching do not always produce adequate results” and to think with “flexibility and creativity” while browsing sources and brainstorming how to craft and refine research questions. In addition, social work librarians help students to “identify interested parties, such as scholars, organizations, governments, and industries, who might produce information about a topic and then determine how to access that information.”

Connection to Professional Standards (NASW)

National Association of Social Workers: Code of Ethics

Value: Social Justice

“Social workers pursue social change, particularly with and on behalf of vulnerable and oppressed individuals and groups of people. Social workers' social change efforts are focused primarily on issues of poverty, unemployment, discrimination, and other forms of social injustice. These activities seek to promote sensitivity to and knowledge about oppression and cultural and ethnic diversity. Social workers strive to ensure access to needed information, services, and resources; equality of opportunity; and meaningful participation in decision making for all people.”

Examples of Learning Objectives

1. Utilize virtual reference service to access social work librarian
2. Evaluate alternative information sources

Resources

The following resources were utilized and consulted during the process of crafting this companion document. It is not exhaustive, and most are not cited directly in this document, rather this bibliography highlights resources about the current scholarship pertaining to academic librarianship (the Framework in particular) and social work.

Association of College and Research Libraries [ACRL]. (2016). Framework for information literacy for higher education. <http://www.ala.org/acrl/standards/ilframework>

ACRL EBSS Social Work Committee. (2020, May 21). Connecting justice to frameworks: Information literacy in social work [Online presentation]. Presented as part of the ACRL Information Literacy Standards and Frameworks Committee Webinar. <https://www.youtube.com/watch?v=Re0pU6HJxEg>

Bausman, M. & Ward, S.L. (2016). The social work librarian and information literacy instruction: A report on a national survey in the United States. *Behavioral & Social Sciences Librarian* 35(3), 109-122.

Bingham, T. J., Wirjapranata, J., & Chinnery, S.-A. (2016). Merging information literacy and evidence-based practice for social work students. *New Library World*, 117(3/4), 201–213. <https://doi.org/10.1108/NLW-09-2015-0067>

Branch, N. A. (2019). Illuminating social justice in the framework: Transformative methodology, concept mapping and learning outcomes development for critical information literacy. *Communications in Information Literacy*, 13(1), 4-22. <https://doi.org/10.15760/comminfolit.2019.13.1.2>

Branstiter, C.W. & Halpern, R. (2017). But how do I know it's a good source? Authority is constructed in social work practice. In Godbey, S., Wainscott, S.B., & Goodman, X. (Eds.), *Disciplinary applications of information literacy threshold concepts*, (pp. 25-36). Chicago, IL: Association of College and Research Libraries.

Council on Social Work Education. (2015). 2015 educational policy and accreditation standards. https://www.cswe.org/getattachment/Accreditation/Accreditation-Process/2015-EPAS/2015EPAS_Web_FINAL.pdf.aspx

Doney, J. (2018). Situating library instruction: A case study of upper-division social work seminar/practicum courses. *New Review of Academic Librarianship*, 25(1), 8-27. <https://doi.org/10.1080/13614533.2018.1460726>

Gregory, L. & Higgins, S. (2017). Reorienting an information literacy program toward social justice: Mapping the core values of librarianship to the ACRL Framework. *Communications in Information Literacy* 11(1), 42-54.

Mapp, S., McPherson, J., Androff, D., & Gatenio Gabel, S. (2019). Social work is a human rights profession. *The Social Worker*, 64(3), 259–269. <https://doi.org/10.1093/sw/swz023>

Miller, S. D. (2018). Diving deep: Reflective questions for identifying tacit disciplinary information literacy knowledge practices, dispositions, and values through the ACRL Framework for Information Literacy. *The Journal of Academic Librarianship*, 44(3), 412–418. <https://doi.org/10.1016/j.acalib.2018.02.014>

National Association of Social Workers. (2018). NASW code of ethics. <https://www.socialworkers.org/About/Ethics/Code-of-Ethics/Code-of-Ethics-English>

Pendell, K. (2018). Behind the wall: An exploration of public access to research articles in social work journals. *Advances in Social Work*, 18(4),1041-1052.

Scull, A. (2019). Information creation as a process: With an emphasis on creation. *College & Research Libraries News*, 80(2), 78–81.
<https://crln.acrl.org/index.php/crlnews/article/view/17581/19396>

Silfen, K., & Zgoda, K. (2008). Evidence-based practice and information literacy in social work: An assessment of students' reference lists. *Behavioral & Social Sciences Librarian*, 27(2), 104–115. <https://doi.org/10.1080/01639260802202082>

Topal, A.D., & Budak, E.C. (2019). Information literacy skills of social work students. *Journal of Learning and Teaching in Digital Age*, 4(1), 15-24.
<https://dergipark.org.tr/en/download/article-file/1175649>

Wertzberger, J. (2017). Open access challenge. CORA (Community of Online Research Assignments). <https://www.projectcora.org/assignment/open-access-challenge>

Transmittal Sheet for Draft Standards and Guidelines

(To Accompany All New and Revised ACRL Standards and Guidelines)

Title of Standard or Guideline:

Social Work: Companion Document to the ACRL Framework

Section or Committee Submitting:

EBSS Social Work Committee

Submitting Section or Committee Chairperson:

Sarah Johnson & Stephen Maher, co-chairs

Date of Previous Version:

This is a new companion document.

Means used to solicit comment on earlier drafts of the new/revised Standard or Guideline:

____ Published in *C&RL News* (date) _____

☒ Disseminated on email distribution lists (listservs): (give list names and dates):

Academic Social Work Librarians (Google Group), 9/27/2020

Individual emails to ACRL and EBSS chairs, 10/8/2020, including Samantha Godbey 10/13/20 and Emily Drabinski 10/14/20.

Published link to the guide on the ASWL website: <https://sites.google.com/uncg.edu/aswl/resources>

☒ Published in Section newsletter (date) **Submitted notification of Guide in Fall 2020 EBSS newsletter**

____ Public hearing held [optional] (date) _____

____ Letters to "experts" requesting comments: (list names and dates):

Several experts included in Google group mentioned above. We embedded a feedback form into the LibGuide itself to gather comments from experts <https://acrl.libguides.com/sw>

____ Other professional associations consulted (e.g., Society of American Archivists):

Other (please list):

Johnson, S.C., & Maher, S. (2020, November 16). Social work librarians promoting social justice through critical information literacy. Virtual presentation. Council on Social Work Education Annual Program Meeting. https://academicworks.cuny.edu/hc_pubs/667/

We are currently preparing to present on this guide at ACRL 2021 and to submit a corresponding paper to be published as a conference proceeding.

Date Approved by Section executive committee (if applicable) _____

Date Approved by ILFSC _____ 3/12/2021 _____

Date Approved by SAC _____ 5/11/2021 _____

Date Approved by ACRL Board _____

Where and on whose responsibility should this (Standard or Guideline) be published or otherwise disseminated?

C&RL News by _____

ACRL AC21 Doc 2.12b

Other (please list) **Castello Given, O., Feng, Y., Graves, C., Johnson, S.C., & Maher, S. (2020, May 21). Connecting justice to frameworks: Information literacy in social work [Online presentation]. ACRL Information Literacy Standards and Frameworks Committee. <https://www.youtube.com/watch?v=Re0pU6HJxEg> or https://ala-events.zoom.us/webinar/register/WN_6zDr_WliS0y5Xgo0julKsQ**

Association of College & Research Libraries

50 E. Huron St. Chicago, IL 60611

800-545-2433, ext. 2523

acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

To: ACRL Board of Directors

Subject: Committee Composition for Student Learning and Information Literacy Committee

Submitted by: Meg Meiman, Vice-Chair, Student Learning and Information Literacy Committee

Date submitted: May 25, 2021

Background

When the Board established the Student Learning and Information Literacy Committee (SLILC), the Communities of Practice Assembly (CoPA) was transitioning from an active leadership group that would meet twice a year face-to-face to one that exists in name only. Because the group no longer meets (but has not been dissolved), SLILC questions the need for a representative from CoPA (which for all practical purposes does not function as a working governance unit).

From July 1, 2019 – June 30, 2021, Jane Nichols served as the CoPA liaison for SLILC. All parties involved in her appointment last year were puzzled as to what purpose this legacy appointment served and the appointee herself questioned the need for a representative from a group she was only vaguely aware existed. In light of this situation, the Chair and Vice-Chair of SLILC request the Board remove the committee composition requirement that SILC have liaison from CoPA.

Stakeholders

Alex Hodges, Chair, ACRL Student Learning and Information Literacy Committee
Meg Meiman, Vice-Chair, ACRL Student Learning and Information Literacy Committee
Susan Garrison, Co-Chair, ACRL Communities of Practice Assembly
Constance M. Wade, Co-Chair, ACRL Communities of Practice Assembly

Alex Hodges and Meg Meiman contacted Susan Garrison and Constance Wade, 2020-21 co-chairs of the Communities of Practice Assembly, and they fully support our request.

Fiscal and Staffing Impact

If approved, staff will update the committee composition as listed on the roster.

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Action Recommended

That the ACRL Board of Directors updates the Student Learning and Information Literacy Committee's composition to remove the Communities of Practice Assembly representative appointment, effective July 1, 2021.

Strategic Goal Area Supported

Please see the [ACRL Strategic Plan](#), and select from the drop-down the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☒ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Enabling Programs and Services

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

Electronic submission is preferred for all Board actions. If electronic submission of the entire document is not possible, please send the Action Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.



Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2019.

Preamble

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

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

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

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

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

Timeless Core Ideology

Core Purpose

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

Core Organizational Values

ACRL is committed to:

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

Core Commitment

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

Long-term Envisioned Future Vision

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

Vivid Description of a Desired Future

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

50 E. Huron St., Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org | www.acrl.org

Five-Year Goals and Objectives

Value of Academic Libraries

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

Proposed Objectives:

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

Student Learning

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

Proposed Objectives:

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



Research and Scholarly Environment

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

Proposed Objectives:

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

New Roles and Changing Landscapes

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

Objectives:

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



ACRL AC21 Board Doc 5.0

Association of College & Research Libraries
225 N. Michigan Ave., Suite 1300, Chicago, IL 60601
800-545-2433, ext. 2523
acrl@ala.org; <http://www.acrl.org>



To: ACRL Budget and Finance Committee, ACRL Board of Directors
From: Kara J. Malenfant, ACRL Interim Executive Director
Date: June 1, 2021
Re: FY20 fourth quarter budget report

The attached spreadsheet (Doc 5.1) details the performance for Fiscal Year 2020, ending August 31, 2020. Generally, in January, staff present the results of the FY20, however this year, delays in financial reporting from ALA's Finance office prevented that. An executive summary and highlights of financial performance for ACRL and Choice follow.

As a reminder, ACRL's budget is best considered on a two-year cycle due to the ACRL Conference taking place in odd years. Revenues are deferred until odd years and expenses are spread over two years for the Conference creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the Choice budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY18 actual so comparisons between two budgets in ACRL nonconference years can be made.

Executive Summary

Despite 2020's challenges and the unusual circumstances of the COVID-19 pandemic, ACRL ended this anomaly year just over \$190K or 21% better than our budgeted net.

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

ACRL AC21 Board Doc 5.0

Choice also saw a positive variance to the FY20 budgeted net by nearly \$70k.

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

ACRL Revenues

ACRL's total revenue declined 36% from budget or -\$932,548. The largest shifts were seen for the three main revenue streams:

- education (Immersion, RBMS conference, and licensed workshops were cancelled with revenue dropping drastically by 86% or -\$575,459),
- publications (revenue declined 24% or -\$271,951 as book and ad sales declined), and
- membership (revenue, largely from dues, also declined at 11% or -\$84,965).

ACRL Expenses

ACRL's total expenses declined 32% from budget or -\$1,122,594. Looking broadly at our main revenue streams, the largest reductions were seen in:

- education: cancelling in person events resulted in expenses dropping drastically by 61% or -\$563,712),
- publications: expenses declined 19% or -\$199,109), and
- membership: expenses declined by 24% or -\$357,349 as Board meetings, liaison travel, annual conference programs, and other activities were curtailed due to the pandemic.

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

- Meetings and conferences expenses dropped 72% or -\$529,888 (e.g., facilities rental, equipment and a.v., meal functions).
- Transportation, lodging and related expenses declined by 68% or -\$95,366
- Outside services declined by 44% or -\$118,199 (e.g., professional services, bank fees, messenger service)
- Payroll declined by 7% or \$117,602 (due to unbudgeted 5-day furlough for all staff in August 2020 and executive director Davis retiring in April 2020 with Malenfant taking on the interim position, in effect leaving a position open. Note: although ALA received a first-draw Paycheck Protection Program (PPP) loan in FY20, it has not yet been forgiven and is not reflected in the FY20 actuals. ALA's interim chief financial officer anticipates that it will be forgiven, and unit budgets will be credited at that time.)

Because expense declined at a greater rate than revenue, ACRL ended the year \$190k or 21% better than budgeted. This has bolstered the net asset balance, essential for mitigating future risks and ensuring essential business functions can continue.

Choice Financial Discussion

FY20 Final Results

Buffeted by the unusual circumstances of the COVID-19 pandemic, Choice revenues dipped below budget by almost \$160K. Reductions in expenses, most precipitated by these same circumstances, offset these losses, enabling Choice to finish in the black for the first time since FY11. The addition of \$60,012 to our Net Asset Balance lifted that surplus to \$2,631,994.

FY20 Year End							
CHOICE 404	Budget (Year)	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Beginning Net Assets		2,571,982	2,571,982	#DIV/0!	2,926,294	(354,312)	-12.11%
TOTAL REVENUES	2,645,629	2,485,765	(159,864)	-6.0%	2,520,864	(35,099)	-1.39%
Total Expenses before OH/Taxes	2,275,080	2,067,141	207,939	9.1%	2,326,427	259,286	11.15%
Contribution Margin	370,549	418,624	48,075	13.0%	194,437	224,187	115.30%
Overhead	350,546	329,364	21,181	6.0%	334,014	4,650	1.39%
Allocations (575 Main St)	29,225	29,248	(23)	-0.1%	38,411	9,163	23.86%
Tax	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL EXPENSES	2,654,851	2,425,753	229,097	8.6%	2,698,852	273,099	111.26%
Net Revenue/(Expense) from Ops	(9,222)	60,012	69,233	750.8%	(177,988)	238,000	133.72%
Ending Net Asset Balance	(9,222)	2,631,994	2,641,215	28643%	2,571,982	60,012	102%

Revenues

Year-over-year revenue fell by 1.4% in FY20 and lagged budget by 6%. Alone among our three principal revenue streams (subscriptions, licensing royalties, and advertising and sponsored content), only the last of these outperformed prior year. Principal reasons for this are discussed below.

FY20 Year End							
404 UNIT REVENUES							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Subscriptions	1,326,102	1,258,734	(67,368)	-5.08%	1,306,130	(47,396)	-3.63%
Advertising/Sponsored Content	701,327	670,500	(30,827)	-4.40%	599,110	71,390	11.92%
Royalties	519,200	505,219	(13,981)	-2.69%	521,691	(16,472)	-3.16%
Other \$	99,000	51,312	(47,688)	-48.17%	93,933	(42,621)	-45.37%
Total Revenue	2,645,629	2,485,765	(159,864)	-6.04%	2,520,864	(35,099)	-1.39%
Total Expenses	2,654,850	2,425,753	229,097	8.63%	2,698,852	273,099	10.12%
NET REVENUE	(9,221)	60,012	69,233	750.82%	(177,988)	238,000	-133.72%

Advertising and Sponsored Content (including webinars)

In fiscal 2013 “space” and banner ads in *Choice* magazine and *Choice Reviews* made up 88% of unit advertising revenue. In fiscal 2020, space and banner ads in these same publications, plus banner ads in *ccAdvisor*, amounted to no more than 43% of advertising revenue. The difference between these two figures is due to two factors: (1) a dramatic decline in “space” (print) and banner (digital) advertising industrywide, and (2) the tremendous growth of our webinar, podcast, and white paper programs and the continued strength of our newsletters and eblasts, collectively labeled “sponsored content” as they all rely on sponsorships and underwriting by publishers for their existence. Between FY13 and FY20 our sponsored-content revenue grew from \$68K to \$385K, while space and banner advertising shrank, from

ACRL AC21 Board Doc 5.0

\$485K to \$285K. As subscription revenue subsides and publisher interest in traditional forms of advertising wanes, the growth of our sponsored content programs is suggestive of a new role for Choice and a changed business model.

Print advertising in *Choice* magazine, which in FY13 was over \$433K, fell this past year to \$231K (gross) and is poised to fall another 35% this fiscal year. This dire situation is confirmed by reports of publishers claiming they are abandoning print ads altogether. As for their digital counterparts, *Choice Reviews* banner advertising beat budget on paper (see below), but the difference (\$29,819) is simply a timing error, recognizing revenue that properly belonged in FY19. The dramatic drop in *Choice Reviews* advertising revenues between FY19 and FY20 is due to the reclassification of newsletters and eblasts to Content Marketing (project 3914), revenues of which show a corresponding increase.

Clearly the dominant factor in advertising revenue in FY20, and thus the most significant factor in our overall financial performance as a unit, was the dramatic growth of our sponsored webinar program, which grossed \$224,935 for its 32 webcasts. Fueled by a need for continued exposure to professional development resources during the sequestration, webinar registrations swelled by 128%, from 15,634 in FY19 to 35,702 this past year. Forty-three percent, or 15,343, of registrants attended these sessions. After payment of sales commissions and the 15% royalty to ACRL for cobranding, the webinar program netted Choice \$180,807. (This net figure does not appear on the performance reports, as webinar revenue is reported independent of commissions in ALA accounting.) Elsewhere in content marketing, white papers and podcasts both beat budget (collectively, by \$12,495), but newsletters and eblasts lagged by almost \$30K, leading to a shortfall to budget of \$17,841 in that category.

Year over year, then, our total advertising efforts grew 12%, netting \$71,390 more than prior year but \$30,827 below budget.

FY20 Year End							
ADVERTISING & SPONSORSHIPS (net)							
Source	Budget	Actual	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	286,500	220,610	(65,890)	-23.00%	258,286	(37,676)	-14.6%
Choice Reviews	28,650	58,469	29,819	104.08%	141,368	(82,899)	-58.6%
Content Marketing	222,037	204,196	(17,841)	-8.04%	48,395	155,801	321.9%
ccAdvisor	11,937	6,418	(5,519)	-46.23%	12,179	(5,761)	-47.3%
Total	549,124	489,693	(59,431)	-10.82%	460,228	29,465	6.4%
Webinars (net of commissions)	152,203	180,807	28,604	18.79%	138,882	41,925	30.2%
TOTAL ADVERT & SPONSHIPS	701,327	670,500	(30,827)	-4.40%	599,110	71,390	11.9%

Subscriptions

Subscription revenue was \$1,258,734, some 5% below budget and roughly 3.5% below prior year, continuing a decade-long decline in this, the mainstay of our traditional business. These declines represent systemic changes in library workflows and funding; they cannot reasonably be laid at the feet of the pandemic. In fact, however dire the effects of COVID-19 on our subscriptions, those changes would not immediately be reflected in earned income in any case, as changes in earned income are buffered by subscription accounting. Even so, nothing easily explains the altogether puzzling *growth* of *Choice* magazine earned revenue during FY20. During the year, circulation fell by 10% and has been falling by roughly that same amount every year since the 2000s, so the increase cannot be explained by growth in prior years. The matter remains under investigation.

ACRL AC21 Board Doc 5.0

But if earned income does not reliably reflect abrupt changes in our subscription business, monthly cash receipts do. As such, they are barometers of the effects of COVID, as they reflect month-by-month decisions regarding subscription renewals. And these figures *do* presage further declines in our subscription business. During the last five months of fiscal 2020, cash receipts for both print and online were down 17% over the same months a year earlier, a trend that gained momentum in the fall of 2020.

Resources for College Libraries (RCL) revenue was budgeted to increase on the strength of the relaunch of ProQuest's *Bowker Book Analysis System* (BBAS), which is sold with the option to bundle RCL. The delay in the launch of BBAS until after the close of our fiscal year was the contributing factor in its failure to meet budget.

FY20 Year End							
SUBSCRIPTIONS							
Source	Budget	Actual	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	386,360	413,039	26,679	6.91%	387,925	25,114	6.47%
Choice cards	90,603	74,101	(16,502)	-18.21%	92,677	(18,576)	-20.04%
Subtotal Choice Print	476,963	487,140	10,177	2.13%	480,602	6,538	1.36%
Choice Reviews	664,514	622,735	(41,779)	-6.29%	651,630	(28,895)	-4.43%
Total Choice	1,141,477	1,109,875	(31,602)	-2.77%	1,132,232	(22,357)	-1.97%
ccAdvisor	37,500	26,577	(10,923)	-29.13%	41,100	(14,523)	-35.34%
Resources for College Libraries	147,125	122,282	(24,843)	-16.89%	132,798	(10,516)	-7.92%
TOTAL SUBSCRIPTIONS	1,326,102	1,258,734	(67,368)	-5.08%	1,306,130	(47,396)	-3.63%

Licensing

Royalties for licenses to use Choice and RCL content on third-party platforms finished the year some 3% below both budget and prior year. ALA figures do not match those provided by our internal systems, which show revenue of \$526K from the Choice reviews line below (\$486.5). RCL royalties benefited from the late arrival of a \$10K payment for the prior year. Despite these small inconsistencies, licensing continues to be a stable revenue stream, closely tied to the subscription revenues of the major firms that offer them (ProQuest, EBSCO, Baker & Taylor).

FY20 Year End							
LICENSING							
Source	Budget	Actual	Var	% Budget	Prior Year	Var	% Prior
Choice	1,000	680	(320)	-32.00%	1,370	(690)	-50.36%
Choice reviews	510,200	486,539	(23,661)	-4.64%	513,321	(26,782)	-5.22%
RCL	8,000	18,000	10,000	125.00%	7,000	11,000	157.14%
Choice Reviews	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL LICENSING	519,200	505,219	(13,981)	-2.69%	521,691	(16,472)	-3.16%

Other Revenue

It is worth pointing out here that a core source of Other Revenue, the sale of remaindered (unreviewed) books, was a major victim of the pandemic. The flow of books from publishers to our offices virtually ceased during the early months of the crisis, followed by a reluctance on the part of our usual buyers to visit Choice and select books for purchase. The result was that book sales came to \$36,723, \$48,277 below budget and an almost equal amount below prior year. Sadly, this revenue stream does not look to be rebounding in FY21.

Expenses

If there is a bright (sic) side to the COVID-19 pandemic, it is its effect on our expenses. During FY21, Choice expenses benefited from:

- Suspension of the August issue of the magazine for lack of enough books to review to fill a print issue, with corresponding savings in printing and shipping
- No business travel after Midwinter conference
- No exhibit at ALA Annual
- Suspension of virtually all external advertising
- One week of furlough (August 17–21)
- One open position (hiring freeze)

Additionally, the late delivery of the final coding for the new Choice360 platform pushed \$13,500 in charges originally budgeted in FY20 into FY21. Overall, then, direct expenses were an impressive \$265K below prior year and \$200K better than budget.

FY20 Year End							
EXPENSES	Budget	Actual	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	1,618,065	1,508,575	109,490	6.77%	1,665,237	156,662	9.41%
Outside Services	65,650	86,062	(20,412)	-31.09%	101,658	15,596	15.34%
Travel and Related	36,150	10,271	25,879	71.59%	41,543	31,272	75.28%
Meetings and Conferences	12,600	1,250	11,350	90.08%	11,771	10,521	89.38%
Publication-related	348,783	274,467	74,316	21.31%	260,373	(14,094)	-5.41%
Operating	248,967	244,113	4,854	1.95%	308,928	64,815	20.98%
TOTAL DIRECT EXPENSES	2,330,215	2,124,738	205,477	8.82%	2,389,510	264,772	11.08%

The Bottom Line

During FY20, Choice delivered \$329,364 to the ALA general fund.

	A	B	C	D	E	F	G	H
1		FY20	FY20	\$ Variance	% Variance	FY18*	\$ Variance	% Variance
2		Budget	Actual	From Budget	From Budget	Actual	From 2018	From FY18
3	Beginning Reserves							
4	Reserve Sept. 1: ACRL Operating	\$3,311,824	\$3,311,824	\$0	0%	\$4,687,947	(\$1,376,123)	-29%
5	Reserve Sept. 1: ACRL LTIs	\$4,954,016	\$4,954,016	\$0	0%	\$4,180,025	\$773,991	19%
6	Reserve Sept. 1: CHOICE Operating	\$2,571,980	\$2,571,980	\$0	0%	\$2,926,294	(\$354,314)	-12%
7	Reserve Sept. 1: CHOICE LTI	\$538,536	\$538,536	\$0	0%	\$572,349	(\$33,813)	-6%
8	Total	\$11,376,355	\$11,376,355	\$0	0%	\$12,366,615	(\$990,260)	-8%
9								
10	Revenues							
11								
12	Membership							
13	Dues	\$611,284	\$559,529	(\$51,755)	-8%	\$609,906	(\$50,378)	-8%
14	Standards, Licensing Fees	\$4,000	\$204	(\$3,796)	-95%	\$65,254	(\$65,050)	3188700%
15	Advisory	\$88,500	\$73,975	(\$14,525)	-16%	\$0	\$73,975	N/A
16	Awards	\$16,600	\$13,036	(\$3,564)	-21%	\$17,450	(\$4,414)	-25%
17	Special Events	\$15,125	\$12,300	(\$2,825)	-19%	\$31,282	(\$18,982)	-61%
18	Diversity Alliance & EDI	\$24,000	\$14,000	(\$10,000)	-42%	\$0	\$14,000	N/A
19	Project Outcome	\$0	\$1,500	\$1,500	n/a	\$0	\$1,500	N/A
20	Subtotal	\$759,509	\$674,544	(\$84,965)	-11%	\$723,892	(\$49,348)	-7%
21								
22	Publications							
23	CHOICE	\$2,645,629	\$2,485,767	(\$159,862)	-6%	\$2,520,863	(\$35,096)	-1%
24	C&RL	\$16,200	\$18,981	\$2,781	17%	\$14,758	\$4,223	29%
25	C&RL News	\$564,657	\$464,730	(\$99,927)	-18%	\$569,964	(\$105,233)	-18%
26	RBM	\$27,373	\$27,365	(\$8)	0%	\$22,871	\$4,493	20%
27	Nonperiodical Publications	\$379,380	\$275,831	(\$103,549)	-27%	\$388,475	(\$112,644)	-29%
28	Library Statistics	\$157,809	\$86,561	(\$71,248)	-45%	\$116,797	(\$30,236)	-26%
29	Subtotal	\$3,791,048	\$3,359,235	(\$431,813)	-11%	\$3,633,727	(\$274,492)	-8%
30								
31	Education							
32	Institutes & Liscensed Workshops	365,624	39,305	(326,319)	-89%	\$232,048	(\$192,743)	-83%
33	ACRL Conference	(24,000)	(39,552)	(15,552)	65%	\$36,635	(\$76,187)	-208%
34	Preconferences & RBMS Conference	218,895	7,160	(211,735)	-97%	\$448,527	(\$441,367)	-98%
35	Annual Conference & MW Programs	16,000	500	(15,500)	-97%	\$15,800	(\$15,300)	-97%
36	Web-CE	90,570	84,217	(6,353)	-7%	\$121,416	(\$37,199)	-31%
37	Subtotal	\$667,089	\$91,630	(\$575,459)	-86%	\$854,426	(\$762,796)	-89%
38								
39	Special Programs							
40	Friends of ACRL-Restricted	\$0	\$8,206	\$8,206	n/a	(\$9,737)	\$17,943	184%
41	Friends of ACRL-Operating	\$0	(\$173)	(\$173)	n/a	\$0	(\$173)	N/A
42								
43	Total Revenues							
44	Total Revenues ACRL	\$2,572,017	\$1,639,469	(\$932,548)	-36%	\$2,691,183	(\$1,051,714)	-39%
45	Total Revenues CHOICE	\$2,645,629	\$2,485,767	(\$159,862)	-6%	\$2,520,863	(\$35,096)	-1%
46	Total Revenues ACRL & Choice	\$5,217,646	\$4,125,236	(\$1,092,410)	-21%	\$5,212,046	(\$1,086,810)	-21%
47								

	A	B	C	D	E	F	G	H
1		FY20	FY20	\$ Variance	% Variance	FY18*	\$ Variance	% Variance
2		Budget	Actual	From Budget	From Budget	Actual	From 2018	From FY18
48	Expenses							
49								
50	Membership							
51	Membership Services	-\$45,922	(\$30,473)	\$15,449	-34%	\$200,336	(\$230,809)	-115%
52	Exec. Cttee. & Board	\$223,581	\$190,825	(\$32,756)	-15%	\$212,181	(\$21,355)	-10%
53	Advisory	\$80,276	\$96,548	\$16,273	20%	\$100,632	(\$4,084)	-4%
54	Standards Distribution	\$3,283	\$1,053	(\$2,230)	-68%	\$15,293	(\$14,240)	-93%
55	Awards	\$49,407	\$41,038	(\$8,369)	-17%	\$47,571	(\$6,533)	-14%
56	Chapters	\$31,477	\$17,287	(\$14,190)	-45%	\$27,541	(\$10,254)	-37%
57	Committees	\$156,633	\$137,392	(\$19,241)	-12%	\$153,752	(\$16,360)	-11%
58	Sections	\$130,774	\$130,178	(\$596)	0%	\$128,865	\$1,313	1%
59	C&RL Over Revenue	\$40,746	\$35,603	(\$5,144)	-13%	\$38,594	(\$2,991)	-8%
60	C&RL News Over Revenue	\$21,246	\$47,606	\$26,360	124%	\$0	\$47,606	N/A
61	Liaisons to Higher Ed. Organizations	\$60,773	\$25,803	(\$34,970)	-58%	\$43,951	(\$18,149)	-41%
62	Special Events	\$14,498	\$12,107	(\$2,391)	-16%	\$36,513	(\$24,406)	-67%
63	Information Literacy	\$10,603	\$10,493	(\$110)	-1%	\$37,333	(\$26,840)	-72%
64	Scholarly Communications	\$142,290	\$87,024	(\$55,266)	-39%	\$119,856	(\$32,832)	-27%
65	Value of Academic Libraries	\$101,018	\$31,246	(\$69,772)	-69%	\$167,758	(\$136,513)	-81%
66	Government Relations	\$57,065	\$35,495	(\$21,570)	-38%	\$56,668	(\$21,172)	-37%
67	Scholarships	\$43,000	\$2,500	(\$40,500)	-94%	\$40,845	(\$38,345)	-94%
68	Annual Conference Programs	\$57,550	\$26,389	(\$31,162)	-54%	\$35,012	(\$8,624)	-25%
69	New Roles & Changing Landscapes	\$19,483	\$16,532	(\$2,952)	-15%	\$13,896	\$2,636	19%
70	Diversity Alliance & EDI	\$74,369	\$15,152	(\$59,218)	-80%	\$32,770	(\$17,618)	-54%
71	Project Outcome	\$209,452	\$194,456	(\$14,996)	-7%	\$0	\$194,456	N/A
72	Subtotal	\$1,481,604	\$1,124,254	(\$357,349)	-24%	\$1,509,366	(\$385,111)	-26%
73								
74	Publications							
75	CHOICE	\$2,654,850	\$2,425,753	(\$229,097)	-9%	\$2,698,854	(\$273,101)	-10%
76	C&RL	\$16,200	\$18,981	\$2,781	17%	\$14,758	\$4,223	29%
77	C&RL News	\$564,657	\$464,730	(\$99,927)	-18%	\$487,139	(\$22,408)	-5%
78	RBM	\$16,588	\$22,066	\$5,478	33%	\$21,400	\$666	3%
79	Nonperiodical Publications	\$332,809	\$262,137	(\$70,671)	-21%	\$330,329	(\$68,192)	-21%
80	Library Statistics	\$95,965	\$59,202	(\$36,763)	-38%	\$70,310	(\$11,108)	-16%
81	Subtotal	\$3,681,069	\$3,252,870	(\$428,199)	-12%	\$3,622,790	(\$369,920)	-10%
82								
83	Education							
84	Institutes & Liscensed Workshops	\$346,147	\$92,101	(\$254,047)	-73%	\$222,813	(\$130,712)	-59%
85	ACRL Conference	\$301,759	\$155,844	(\$145,914)	-48%	\$238,096	(\$82,252)	-35%
86	Preconferences & RBMS Conference	\$201,176	\$53,364	(\$147,813)	-73%	\$388,225	(\$334,861)	-86%
87	Web-CE	\$75,779	\$59,841	(\$15,939)	-21%	\$76,078	(\$16,237)	-21%
88	Subtotal	\$924,861	\$361,149	(\$563,712)	-61%	\$925,211	(\$564,062)	-61%
89								
90	Special Programs							
91	Friends of ACRL-Restricted	\$0	\$8,206	\$8,206	N/A	(\$9,737)	\$17,943	184%
92	Friends of ACRL-Operating	\$59,962	\$57,532	(\$2,429)	-4%	\$65,357	(\$7,825)	N/A
93	Subtotal	\$59,962	\$65,738	\$5,777	10%	\$55,620	\$10,118	N/A
94								
95	Total Expenses							
96	Total Expenses ACRL	\$3,492,645	\$2,370,052	(\$1,122,594)	-32%	\$3,423,870	(\$1,053,818)	-31%
97	Total Expenses CHOICE	\$2,654,850	\$2,425,753	(\$229,097)	-9%	\$2,698,854	(\$273,101)	-10%
98	Total Expenses ACRL & Choice	\$6,147,496	\$4,795,806	(\$1,351,690)	-22%	\$6,122,724	(\$1,326,918)	-22%
99								

* = Column F includes FY18 actuals for ACRL to reflect two-year conference budget and FY19 actuals for Choice.



To: ACRL Budget and Finance Committee, ACRL Board of Directors
 From: Kara J. Malenfant, ACRL Interim Executive Director
 Date: June 11, 2021
 Re: FY21 second quarter performance and projections

Generally, staff present the ACRL Budget and Finance Committee with first quarter actuals in January and second quarter actuals by May. This year, there are delays in financial reporting related to the outsourcing of ALA accounting functions, which were subsequently brought back in house and capacity is still being rebuilt.

FY21 Q2 Performance

Information on performance for the first half of the current fiscal year (Sept. 1, 2020 – Feb. 28, 2021) is still provisional due to ongoing delays from ALA's Finance office for FY21 second quarter financial reports. Expenses are reported fully, however there may be increases of approximately 15-20% for deferred revenue (e.g., membership dues, professional development, and subscriptions).

ACRL TOTAL	FY21 Q2 ACTUAL	FY21 Q2 BUDGET	\$ VARIANCE FROM BUDGET
REVENUES	\$678,359	\$625,550	\$52,809
EXPENSES	\$916,055	\$1,355,719	(\$439,665)
NET	(\$237,696)	(\$730,170)	\$492,474

CHOICE TOTAL	FY21 Q2 ACTUAL	FY21 Q2 BUDGET	\$ VARIANCE FROM BUDGET
REVENUES	\$1,288,045	\$1,181,010	\$107,035
EXPENSES	\$1,057,260	\$1,270,366	\$213,106
NET	\$230,785	(\$89,356)	\$320,141

Note that the ACRL summary table above shows FY21 budgeted expenses lower than those recommended by the ACRL B&F Committee and approved by the ACRL Board in August 2020. In fall 2020, the ALA Executive Board approved an ALA FY21 budget with unallocated expense reductions of \$400K for Divisions and \$100k for Round Tables related to travel and meetings. In March 2021, Interim CFO Denise Moritz and ED Tracie Hall consulted with ACRL Interim ED Kara Malenfant as they worked to allocate these budgeted cost savings fairly to the Divisions and Round Tables. The ACRL FY21 budget, approved by the ACRL Board in August with a deficit of \$540,864, assumed an in-person conference in Seattle in April 2021 which we were later forced to cancel and switch to virtual. After looking at ACRL's budgeted expenses project-by-project, ACRL staff agreed that, due to switch in ACRL's conference and other planned in person events, ACRL's projected expenses for FY21 would be reduced by at least \$214,473 (meetings and conferences) and \$38,092 (travel) and likely much greater. Thereafter the ALA Finance office reduced ACRL's budgeted expenses by those amounts. The Choice budget was reduced by \$2,153 for meetings and conferences and \$5,441 for travel and related expenses.

What follows is a narrative describing ACRLs' FY21 Q2 performance. Choice's discussion can be found at the end of this document.

Expense reductions. ACRL's FY21 net for the fiscal year mid-point is better than budget by 67% due in large part to cost savings of 32% or \$439,665 less than budgeted. The largest cost savings for ACRL in the first two quarters of FY21 are in salaries and benefits (as the search for ACRL's e.d. continues), outside professional services, travel and meal functions, and program support. When looking at expenses by three primary program areas, expense reductions to education including the ACRL and RBMS Conferences are at -89%, publications -54%, and membership -27%.

Revenue performance differed by project. Membership dues are 48% or \$84K better than budget as the 30% projected membership melt did not materialize and membership in the Diversity alliance is 105% or \$13K better than budgeted.

Revenue from ACRL's Trends & Statistics products are up 27% or \$11K ahead of budget, a timing issue as we are publishing two print editions in FY21 and had budgeted revenue for only one print edition. Expenses for Trends & Statistics are also higher than budgeted; however, this is also a timing issue as an additional inventory adjustment credit of \$34K will be posted in July when the 2021 print edition is published.

Total book revenues are down 35% or \$46K behind budget. Print sales and ebooks for individual use continue to lag budget, a trend of declining print sales exacerbated by the pandemic. While print sales still account for most of the revenue, sales are moving to institutional ebook sales, which are trending ahead.

For serial publications, revenue for C&RL News is up 10% or \$15.7K better than budget, as classified ad sales for ALA JobLIST (run jointly by staff of *American Libraries* and *C&RL News*) continue to exceed budget. This increase has held in subsequent months, reflecting a recovery in hiring that was stronger and sooner than anticipated. Online advertising revenue for sponsorships of newsletters and e-blasts recognized in the C&RL News budget are also up 36%

or \$14.7K from budget while print advertising revenue is down 26% or \$10K below budget. Subscription revenue is also down \$1K or 18% from budget.

Revenue for online continuing education continues to be strong, with an actual of \$42K which is 60% better than budget of \$26K, primarily due to strong attendance for our fall 2020 offerings. Among other Q2 offerings was another well-attended 3-part webcast series adapted from our popular in person Road Show Curricula: Open Educational Resources. Our monthly newsletter, *The Syllabus*, which began in January 2020, continues to promote all of ACRL's professional development offerings inside and outside of association membership.

ACRL's Consulting business has continued apace, successfully switching from in person retreats and external reviews to virtual. Q2 revenue shortfalls are related to timing of billing clients and not a lack of business.

FY21 Projections

ACRL TOTAL	FY21 PROJECTED	FY21 BUDGET	\$ VARIANCE FROM BUDGET
BEGINNING NET ASSET BALANCE	\$2,581,241	\$2,581,241	\$0
REVENUES	\$3,174,865	\$3,889,775	(\$714,910)
EXPENSES	\$2,838,134	\$4,213,488	(\$1,375,354)
NET	\$336,731	(\$323,713)	\$660,444
ENDING NET ASSET BALANCE	\$2,917,972	\$2,257,528	\$660,444

CHOICE TOTAL	FY21 PROJECTED	FY21 BUDGET	\$ VARIANCE FROM BUDGET
BEGINNING NET ASSET BALANCE	\$2,631,994	\$2,631,994	\$0
REVENUES	\$2,385,142	\$2,382,519	\$2,623
EXPENSES	\$2,344,387	\$2,370,051	\$25,664
NET	\$40,754	\$12,468	\$28,287
ENDING NET ASSET BALANCE	\$2,672,749	\$2,644,462	\$28,287

What follows is a narrative describing ACRLs' FY21 projections. For Choice discussion, see the end of this document.

Membership. The budgeted 30% membership melt did not materialize. Assuming the membership trend holds, we could end the year with an additional \$168,528 in dues revenue.

Publications: Serials. Reduced subscription revenue for *C&RL News* is a trend likely to continue through the end of the fiscal year due to decreasing numbers of non-member print subscribers. ALA JobLIST continues strong; for example May was again firmly in “normal” territory, up 366% from the previous year’s May, and exceeding the month’s sales budget by 44%. Because of the sustained stronger than expected ALA JobLIST classified ad sales over the past few months, we plan to revise our budgeted FY22 revenue for *C&RL News*.

Publications: Non serials. For ACRL non-serial titles we expect print sales and ebooks for individual use to continue to lag while royalties from institutional ebook sales will continue to trend ahead, with an overall projection of being \$21K behind budget. In addition, we are absorbing some significant costs associated with the move to ALA’s new warehousing and fulfillment vendor, an estimated nearly \$50K. We reduced and destroyed slow-moving inventory, which will increase costs in our inventory reserve adjustment, and that reduction will also decrease our inventory adjustment credit, ultimately reducing it by nearly \$40K.

Education: ACRL 2021 Conference. By far the biggest factor contributing to overall improved projections is the highly successful ACRL 2021 Conference, “Ascending into an Open Future.” Originally planned for Seattle, the Conference took place as a virtual-only event April 13 - 16, 2021. ACRL 2021 was in the FY21 budget as an in-person conference with lower than usual attendance in a higher-cost city. As the Covid-19 global pandemic progressed throughout 2020 and meeting restrictions remained in place, ACRL decided (per the Board-approved plan) in October to cancel the in-person conference and instead offer ACRL 2021 as an entirely virtual event in March 2021. Per the Operating Agreement, overhead was reduced by 50% when the event moved from in-person to fully virtual. Staff built a new budget for virtual ACRL 2021 budget in fall 2020, with nearly every budget line being revised.

Chaired by Beth McNeil, ACRL 2021 featured more than 300 live and on-demand programs on topics such as open access, information literacy, collection development, collaboration, equity, diversity, and inclusion, and social justice. The theme and the content of the event generated tremendous interest and Beth and her committee deserve to be congratulated on the largest ACRL Virtual event ever. 3,274 individuals registered for the ACRL 2021 Virtual Conference, a 5.5% increase from ACRL 2019 in Cleveland. Coupled with 387 exhibitors representing 93 companies, ACRL 2021’s total attendance was 3,661 individuals.

Overall, the conference registration numbers were much more like face-to-face event numbers than anticipated. We attribute this to the event’s solid reputation for content, more affordable and easier access virtually, and continuing efforts to deliver good value and effectively market the event. Exhibitor participation was about half of face-to-face in terms of number of companies participating, and we understand this is not unusual for virtual events; in fact, it exceeded our exhibit manager’s expectations of about 30% participation.

As a result of stronger than anticipated registration, exhibits, and sponsorships, coupled with expense savings, the ACRL 2021 Virtual Conference is projected to be a financial success, with

our projected net on par with past ACRL face-to-face conference conferences. This important revenue helps to support other ACRL member services, programs, and strategic initiatives.

Education: RBMS 2021 was originally planned to be an in-person conference held in Milwaukee, WI with more than 500 registrants and 40 companies exhibiting in the booksellers showcase. RBMS Leadership and ACRL Staff agreed to cancel the face-to-face event and plan for a virtual-only event as the Covid-19 global pandemic progressed. Staff reworked the budget in fall 2020, with nearly every budget line being revised. This year's theme of *Power, Resistance and Leadership* in the virtual format has generated record-breaking interest and we look forward to welcoming over 750 registrants and 59 bookseller companies to the largest-ever RBMS conference. The event critically examined the existing power structures that have shaped and continue to impact special collections and archives. As a result of stronger than anticipated registration and sponsorships this spring, coupled with significant expense savings, the RBMS 2021 virtual conference is expected to have the highest net to date.

Education: Workshops and Immersion. As with our ACRL and RBMS conferences, some of ACRL's popular licensed "RoadShow" workshops are now going "OffRoad" by switching to online, and we project a net near budget. The Information Literacy Immersion Program, planned in the approved budget for late July 2021 at Loyola University Chicago was cancelled due to COVID-19. The Immersion Facilitation team is working to offer virtual Immersion programming, hopefully by late summer or early fall.

Education: Online Continuing Education. While e-Learning programs were scaled back in Q3 to allow individuals to attend the ACRL 2021, RBMS 2021, and ALA Annual Conferences, we have several events on the e-Learning calendar for Q4 and expect to end the year at or above projected revenue. This includes a reprise of the popular 3-part webcast series Copyright and Course Reserves, another popular "Off Road Show" on Scholarly Communication, and the upcoming multi-week, online courses through Moodle: Developing Signature Pedagogies in Information Literacy (June) and A Practical Guide to Implementing UDL in Libraries (August).

Overhead to ALA. As ACRL misses its budgeted revenue and with the switch from in person to online events (where revenue is assessed at 50% of the overhead rate, per the operational practices of ALA in relation to its membership divisions), ACRL projects generating overhead to ALA of \$296,367, significantly less than the budgeted \$672,672.

Meetings and Travel. For future quarters of FY21 (March 1 - Aug 30, 2021) we project additional savings due to continued cancelation of budgeted travel and in person meetings. This includes expense reductions such as: \$21K due to cancelled travel for staff and officers (business meetings with associations, potential donors, governmental agencies, Chapter visits), \$20K due to cancelled in person Board Strategic Planning and Orientation Session in advance of ACRL2021, and \$45K due to ALA Annual Conference switch to virtual.

Payroll. Payroll *expenses* not reflected in the summary chart above will be incurred in salary/wages for 5-days of cancelled furlough August 2022 (estimated \$21K for ACRL and \$22.5K Choice). Payroll *savings* not reflected above of \$60K in salary and benefits while the ACRL e.d. search reopened and Malenfant continues in the interim position, in effect leaving a

position open. Additional payroll *savings* not reflected above are anticipated due to PPP loan forgiveness (estimated \$108,000 for ACRL and \$116,000 for Choice. The Payroll Protection Program loan received in FY20 is expected to be forgiven in coming months and units will see credit at that time. Per federal guidance, the loan amount can be forgiven if at least 60% of the proceeds were spent on payroll costs. Salary and employee portion of benefits during the 8-week covered period is approximately \$180,000 for ACRL, therefore 60% = \$108,000. For Choice approximately \$194,000, therefore 60%=\$116,000). ALA also received a second-draw PPP loan which may be forgiven and credited to units in the future.

Choice Performance Discussion FY21 Q2 and Full-year Forecast

The FY21 Q2 performance report appears to be a “rough and ready” document, containing good news overall (a \$320K positive variance to budget!!) but also some questionable entries that we continue to investigate. These are noted in the discussion below. Also included here are full-year forecast discussions and a summary of overall performance, shown in Table 7.

Table 1: Choice Unit Performance

February 2021							
CHOICE 404	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Revenue	1,181,010	1,288,045	107,035	9.06%	1,300,919	(12,874)	-0.99%
Expenses	1,270,366	1,057,260	213,106	16.78%	1,331,567	274,307	20.60%
TOTAL	(89,356)	230,785	320,141	358.28%	(30,648)	261,433	853.02%

REVENUES

Choice revenues through the first two quarters are more than holding their own against budget (ahead 9%) and are level with prior year, but performance varies widely among our three principal revenue streams. Subscriptions are running 12% below last year at this time, offset by a breakout performance for advertising and sponsored content, which finished the quarter almost 50% ahead of budget and 27% ahead of prior year. Details of each revenue stream are discussed below.

Table 2: Choice Unit Revenues

February 2021							
404 UNIT REVENUES							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Subscriptions	617,990	586,813	(31,177)	-5.04%	665,028	(78,215)	-11.76%
Advertising/Sponsored Content	298,736	443,571	144,835	48.48%	349,244	94,327	27.01%
Royalties	240,784	243,507	2,723	1.13%	257,284	(13,777)	-5.35%
Other \$	23,500	14,154	(9,346)	-39.77%	29,363	(15,209)	-51.80%
Total Revenue	1,181,010	1,288,045	107,035	9.06%	1,300,919	(12,874)	-0.99%

Subscriptions: Subscription revenue typically accounts for roughly half of all Choice revenue, but as we have noted previously, this stream—historically the core of our business and our brand—has been in decline for a decade. Straitened budgets and changing collection-development workflows have taken their toll on these and related properties. Through February, both *Choice* magazine and *Reviews on*

Cards have fallen by over 15% from a year ago, and while it is tempting to blame the decline on COVID-19, the pandemic is only one of the factors implicated in the erosion of these revenues. As you can see in Table 3, below, their decline was fully discounted in the budget long before COVID was part of our business environment.

Digital revenue fared little better. Choice Reviews is off 7% against budget and almost 10% below a year ago, and *Resources for College Libraries*, copublished with ProQuest, has not yet benefited from the increase that was forecast (and budgeted) to come from the relaunch of the *Bowker Book Analysis System* (BBAS), which is sold in bundles with RCL. Overall, then, at the midpoint of the year, subscriptions are running 5% below budget.

Table 3: Subscriptions

February 2021							
SUBSCRIPTIONS							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	173,862	174,330	468	0.27%	206,010	(31,680)	-15.38%
Choice cards	37,007	36,362	(645)	-1.74%	43,234	(6,872)	-15.89%
Subtotal Choice Print	210,869	210,692	(177)	-0.08%	249,244	(38,552)	-15.47%
Choice Reviews	312,621	290,105	(22,516)	-7.20%	320,949	(30,844)	-9.61%
Total Choice	523,490	500,797	(22,693)	-4.33%	570,193	(69,396)	-12.17%
ccAdvisor	4,500	15,739	11,239	249.76%	15,700	39	0.25%
Resources for College Libraries	90,000	70,277	(19,723)	-21.91%	79,135	(8,858)	-11.19%
TOTAL SUBSCRIPTIONS	617,990	586,813	(31,177)	-5.04%	665,028	(78,215)	-11.76%

Subscription Forecast: If earned revenues for our subscription products do not fully reflect the effects of the pandemic, cash receipts do, as they are the product of the current market conditions that form the basis for future earned revenue. Here the picture is bleak. Through May, *Choice* magazine cash is 30% below a year ago; *Cards*, 33%, and *Choice Reviews*, a more respectable 5%. These declines will be partially reflected in FY21 full-year performance, but inexorably they will take their full toll in later years, in FY22 and beyond. Based on this, we are projecting a \$107K miss (9%) against our FY21 subscription budget.

Advertising and Sponsored Content: Thus far this year, advertising and sponsored content (webinars, white papers, podcasts, newsletters, and eblasts) have been sources of strength for Choice, and together they have propelled our financial performance to levels more than offsetting the declines in subscriptions. Leading this movement, as usual, is our webinar program, which on a net basis, after both a 15% royalty to ACRL and sales commissions, is \$50K ahead of both budget and prior year. Doubtless the pandemic has contributed to the impressive growth in the program, both in terms of revenue and audience (24,170 registrations and 11,693 attendees (48%) through February of this year *versus* 14,578 registrations and 5,071 attendees (35%) a year ago), but it is also the strength of our webinar *brand*, which is increasingly attractive to advertisers. This year, Choice will present close to forty webinars overall (one in March attracted 9,079 registrations and 4,674 (51%) attendees), and advertisers are beginning to reach out proactively to Choice to inquire about openings in our webinar calendar.

Newsletters and eblasts are posting similar impressive gains against prior year, as we know from internal sources, but their outsized gains on the performance report (\$194K vs. \$106K in our internal systems) appear to be recording errors that we continue to investigate.

As regular readers of this column (sic) already know, the victims of our successes with sponsored content have been traditional space (print) and banner (digital) advertising, which continue to underperform. Of course, these trends are not unique to Choice; traditional forms of advertising are in decline throughout our sector, as advertisers find more effective ways of communicating with their customers. Through February, banner ads in *Choice Reviews* are ahead of budget solely because FY20 revenues that did not appear in last year's reports were carried forward to FY21, but print ads are 15% below budget and 44% (!) below prior year.

Table 4: Advertising and Sponsorships

February 2021							
ADVERTISING & SPONSORSHIPS (net)							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	95,500	81,071	(14,429)	-15.11%	144,104	(63,033)	-43.7%
Choice Reviews	14,325	26,600	12,275	85.69%	48,440	(21,840)	-45.1%
Content Marketing	109,825	208,998	99,173	90.30%	78,975	130,023	164.6%
ccAdvisor	2,984	2,129	(855)	-28.65%	6,018	(3,889)	-64.6%
Total	222,634	318,798	96,164	43.19%	277,537	41,261	14.9%
Webinars	76,102	124,773	48,671	63.95%	71,707	53,066	74.0%
TOTAL ADVERT & SPONSHIPS	298,736	443,571	144,835	48.48%	349,244	94,327	27.0%

Advertising and Sponsored Content Forecast: For this revenue class, our internal systems allow us to see total bookings through the end of the year, thus affording us a reliable basis for forecasting year-end results. Assuming that these figures are accurately reflected in the ALA year-end reports, we are anticipating a solid full-year performance, some 23% ahead of budget in combined advertising and sponsored content (including webinars) revenue. Webinars will end the year at \$250K (net), or 63% ahead of budget; white papers, 20%; podcasts, 22%, and eblasts and newsletters, as much as 47%. Print ads will miss budget by 25%, and *Choice Reviews* will end the year 35% ahead of budget, benefiting from the FY20 revenue carry-over.

Licensing: Royalty income is tracking budget closely and is only slightly behind prior year, this principally because of the \$11K reduction in quarterly *Books in Print* licensing payments, per our new contract with ProQuest. Whatever the variances, licensing revenue is fairly predictable, and we expect to end the year "on or close" to the budgeted \$501,568.

Table 5: Licensing

February 2021							
LICENSING							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice	650	198	(452)	-69.54%	391	(193)	-49.36%
Choice reviews	240,134	243,309	3,175	1.32%	248,893	(5,584)	-2.24%
RCL	0	0	0	#DIV/0!	8,000	(8,000)	-100.00%
Choice Reviews	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL LICENSING	240,784	243,507	2,723	1.13%	257,284	(13,777)	-5.35%

Other Revenue: It is worth pointing out here that a core source of Other Revenue, the sale of remaindered (unreviewed) books, was a major victim of the pandemic. The flow of books from publishers to our offices virtually ceased during the early months of the crisis, followed by a reluctance on the part of our usual buyers to visit Choice and select books for purchase. The result was that FY20 book sales came to \$36,723, \$48,277 below budget and an almost equal amount below prior year. This trend looks to be continuing in FY21. Through February, book sales were at little more than \$14K, 37% below budget and 47% below this time a year ago, a period admittedly not yet affected by the pandemic. We expect to end the year with no more than \$25K in sales, 44% below budget. As a reminder of how deeply this decline has hurt Choice, call to mind that in FY18, our remaindered book sales were \$118K.

EXPENSES

Year-to-date expenses are well ahead of budget overall, bolstered by two questionable entries that may have understated actual expenses by as much as \$164K. In direct expenses (Table 6) the largest variance is the \$90K surplus in Outside Services. A superficial examination of the General Ledger appears to show that \$76,640 in ProQuest's reimbursements of FY20 RCL editorial costs (applied to Outside Services as negative expenses) have been credited to *both* FY20 and FY21. We are following up. In the meantime, backing that number out would increase direct spending through February to \$1,049,421 and reduce the variance to \$61,734, still a respectable performance. All other direct spending is within normal limits.

The other questionable entry is our overhead payment to ALA, which is fixed by the Operating Agreement at 13.25% of revenue. The February performance report shows overhead payments totaling only 6.5% of revenue, yielding an error in our favor (alas!) of \$87,489. Adding back both this and the \$76K of double counting (if indeed that is what it is) noted above increases total spending to \$1,221,389 and reduces our net income to \$66,656, still some \$156K favorable to budget.

Table 6: Direct Expenses

February 2021							
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	750,716	716,076	34,640	4.61%	763,902	47,826	6.26%
Outside Services	96,416	6,401	90,015	93.36%	103,464	97,063	93.81%
Travel and Related	1,850	0	1,850	100.00%	9,987	9,987	100.00%
Meetings and Conferences	-	0	0	#DIV/0!	1,250	1,250	100.00%
Publication-related	138,605	142,203	(3,598)	-2.60%	133,791	(8,412)	-6.29%
Operating	123,568	108,101	15,467	12.52%	140,494	32,393	23.06%
TOTAL DIRECT EXPENSES	1,111,155	972,781	138,374	12.45%	1,152,888	180,107	15.62%

Expense Forecast: FY21 full-year expenses will benefit from a number of factors. Principal among these are the four weeks of furlough in this year, brought about by the crisis in ALA finances. The furloughs, representing staff pay cuts of approximately 7.5%, reduced our cost basis by over \$100,000. On top of this, an Association-wide hiring freeze caused by the same crisis postponed the replacement of a social sciences editor who left in FY20. The pandemic contributed factors of its own, chiefly the elimination of almost all travel and exhibits. Taken as a whole, we expect to end the year with total expenses of \$2,344,387, representing a savings of about \$26K to budget.

SUMMARY

Assuming we remain on track, Choice will finish the year in the black for the second year in a row. While it is tempting to look upon this as the beginning of a trend, we must bear in mind that these surpluses are the product of expense savings, largely the result of furloughs and hiring freezes. For its part, revenues continue to decline at an unhealthy rate (CAGR = -3.84% since FY15). Our efforts to turn our business around through the creation of new revenue streams has resulted in the generation of a “secondary” audience for Choice content comprising over 50,000 people, monetized by underwriting and sponsorships, but it has not been enough to offset the relentless erosion of subscription sales. Table 7, below, summarizes our forecast for full-year FY21.

Table 7: FY21 Full-year Forecast

		FY21B	FY21F	Var	%
TOTAL REVENUES		2,382,519	2,385,142	2,623	0.11%
TOTAL EXPENSES		2,370,051	2,344,387	25,664	1.08%
NET REVENUES		12,468	40,754	28,287	226.88%
REVENUE					
SUBSCRIPTIONS					
Choice magazine		347,724	338,692	(9,032)	-2.60%
Reviews on Cards		74,013	62,986	(11,027)	-14.90%
Subtotal: Choice Print		421,737	401,678	(20,059)	-4.76%
Choice Reviews		625,242	560,462	(64,781)	-10.36%
Subtotal: All Choice		1,046,979	962,139	(84,840)	-8.10%
Resources for College Libraries		140,000	125,000	(15,000)	-10.71%
ccAdvisor (Choice)		37,500	30,000	(7,500)	-20.00%
TOTAL SUBSCRIPTIONS		1,224,479	1,117,139	(107,340)	-8.77%
ADVERTISING & SPONSORED CONTENT					
Choice magazine net		191,000	143,250	(47,750)	-25.00%
Choice Reviews net		28,650	39,155	10,505	36.67%
Choice content marketing net		219,650	305,170	85,520	38.93%
ccAdvisor net		5,969	1,910	(4,059)	-68.00%
Webinars net		152,203	247,949	95,746	62.91%
TOTAL ADVERTISING & SPONSORED CONTENT		597,472	737,434	139,962	23.43%
ROYALTIES					
Choice (CCC, reprints, etc.)		11,300	1,300	(10,000)	-88.50%
Choice reviews		480,268	480,268	0	0.00%
Resources for College Libraries		10,000	10,000	0	0.00%
TOTAL ROYALTIES		501,568	491,568	(10,000)	-1.99%
MISCELLANEOUS SALES					
Misc. Sales		2,000	2,000	0	0.00%
EBSCO affiliate fee		12,000	12,000	0	0.00%
TOTAL MISC SALES		14,000	14,000	0	0.00%
MISCELLANEOUS REVENUE					
Remaindered books		45,000	25,000	(20,000)	-44.44%
TOTAL MISC REVENUE		45,000	25,000	(20,000)	-44.44%
TOTAL REVENUES		2,382,519	2,385,142	2,623	0.11%
EXPENSES					
Payroll and Related Expenses		1,511,776	1,511,776	0	0.00%
Outside Services		66,831	66,831	0	0.00%
Travel and Related Expenses		14,709	500	14,209	96.60%
Meetings and Conferences		12,697	0	12,697	100.00%
Publication-related Expenses		266,385	274,875	(8,490)	-3.19%
Operating Expenses		216,910	188,255	28,655	13.21%
TOTAL DIRECT EXPENSES		2,089,308	2,042,237	47,071	2.25%
TOTAL INDIRECT EXPENSES		(38,881)	(38,881)	0	0.00%
IUT/Overhead		315,684	316,031	(348)	-0.11%
IUT/Allocations (Liberty Square)		3,940	25,000	(21,060)	-534.52%
UBIT		0	0	0	
TOTAL OVERHEAD		319,624	341,031	(21,408)	-6.70%
TOTAL EXPENSES		2,370,051	2,344,387	25,664	1.08%

	FY21 Budget	FY21 Q2 Budget	FY21 Q2 Actual	FY21 \$ Variance	FY21 % Variance
Beginning Reserves					
Reserve Sept. 1: ACRL Operating	\$2,581,241	\$2,581,241	\$2,581,241	\$0	0%
Reserve Sept. 1: ACRL LTI	\$5,209,693	\$5,209,693	\$5,209,693	\$0	0%
Reserve Sept. 1: CHOICE Operating	\$2,631,994	\$2,631,994	\$2,631,994	\$0	0%
Reserve Sept. 1: CHOICE LTI	\$557,493	\$557,493	\$557,493	\$0	0%
Total	\$10,980,421	\$10,980,421	\$10,980,421	\$0	0%
Revenues					
Membership					
Dues	\$354,335	\$177,168	\$261,415	\$84,248	48%
Standards, Licensing Fees	\$850	\$425	\$0	(\$425)	-100%
Advisory	\$42,500	\$21,250	\$0	(\$21,250)	-100%
Awards	\$19,600	\$0	\$200	\$200	N/A
Special Events	\$15,125	\$3,025	\$0	(\$3,025)	-100%
Diversity Alliance & EDI	\$27,090	\$12,172	\$25,000	\$12,828	105%
Project Outcome	\$2,500	\$1,250	\$700	(\$550)	-44%
Subtotal	\$462,000	\$215,290	\$287,315	\$72,026	33%
Publications					
CHOICE	\$2,382,519	\$1,181,010	\$1,288,046	\$107,037	9%
C&RL	\$15,700	\$8,452	\$3,639	(\$4,813)	-57%
C&RL News	\$360,932	\$161,957	\$177,638	\$15,681	10%
RBM	\$26,907	\$13,454	\$12,967	(\$487)	-4%
Nonperiodical Publications	\$262,290	\$132,968	\$86,305	(\$46,663)	-35%
Library Statistics	\$120,397	\$41,088	\$52,215	\$11,127	27%
Subtotal	\$3,168,745	\$1,538,928	\$1,620,811	\$81,882	5%
Education					
Institutes & Liscensed Workshops	\$295,780	\$14,250	\$0	(\$14,250)	-100%
ACRL Conference	\$2,067,620	\$0	(\$10,825)	(\$10,825)	N/A
Preconferences & RBMS Conference	\$185,971	\$0	\$0	\$0	N/A
Annual Conference & MW Programs	\$16,000	\$0	\$1,000	\$1,000	N/A
Web-CE	\$76,178	\$38,091	\$68,104	\$30,013	79%
Subtotal	\$2,641,549	\$52,341	\$58,279	\$5,938	11%
Special Programs					
Friends of ACRL-Restricted	\$0	\$0	(\$350)	(\$350)	N/A
Friends of ACRL-Operating	\$0	\$0	\$0	\$0	N/A
Total Revenues					
Total Revenues ACRL	\$3,889,775	\$625,550	\$678,359	\$52,809	8%
Total Revenues CHOICE	\$2,382,519	\$1,181,010	\$1,288,046	\$107,037	9%
Total Revenues ACRL & Choice	\$6,272,294	\$1,806,559	\$1,966,405	\$159,846	9%

	FY21	FY21	FY21	FY21	FY21
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance
Expenses					
Membership					
Membership Services	(\$42,272)	\$24,872	\$12,046	(\$12,825)	-52%
Exec. Cttee. & Board	\$44,183	\$6,274	\$4,052	(\$2,221)	-35%
Advisory	\$35,466	\$17,729	\$9,147	(\$8,582)	-48%
Standards Distribution	\$1,286	\$143	\$0	(\$143)	-100%
Awards	\$18,920	\$38	(\$3,319)	(\$3,357)	-8834%
Chapters	\$7,866	\$2,577	\$0	(\$2,577)	-100%
Committees	\$5,620	\$573	\$3,313	\$2,740	479%
Sections	\$31,458	\$5,772	\$3,871	(\$1,901)	-33%
C&RL Over Revenue	\$15,762	\$1,160	\$5,634	\$4,473	386%
C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A
Liaisons to Higher Ed. Organizations	\$18,078	\$8,824	\$4,521	(\$4,302)	-49%
Special Events	\$14,460	\$5,693	\$0	(\$5,693)	-100%
Information Literacy	\$1,820	\$500	\$1,475	\$975	195%
Scholarly Communications	\$42,281	\$29,282	\$11,567	(\$17,715)	-60%
Value of Academic Libraries	\$2,307	\$141	\$0	(\$141)	-100%
Government Relations	\$17,605	\$8,505	\$5,667	(\$2,838)	-33%
Scholarships	\$101,999	\$0	\$0	\$0	N/A
Annual Conference Programs	\$30,590	\$0	\$0	\$0	N/A
New Roles & Changing Landscapes	\$2,701	\$2,045	\$3,000	\$955	47%
Diversity Alliance & EDI	\$43,704	\$3,375	\$3,534	\$160	5%
Project Outcome	\$62,037	\$30,786	\$43,304	\$12,519	41%
Subtotal	\$455,871	\$148,287	\$107,812	(\$40,474)	-27%
Publications					
CHOICE	\$2,370,053	\$1,270,364	\$1,057,260	(\$213,104)	-17%
C&RL	\$15,700	\$8,452	\$3,639	(\$4,813)	-57%
C&RL News	\$306,222	\$148,482	\$105,423	(\$43,059)	-29%
RBM	\$16,555	\$7,653	\$6,343	(\$1,310)	-17%
Nonperiodical Publications	\$127,696	\$60,164	\$41,364	(\$18,800)	-31%
Library Statistics	\$63,161	\$82,123	-\$16,454	(\$98,576)	-120%
Subtotal	\$2,899,387	\$1,577,238	\$1,197,576	(\$379,662)	-24%
Education					
Institutes & Liscensed Workshops	\$246,416	\$35,315	\$448	(\$34,867)	-99%
ACRL Conference	\$1,673,309	\$90,498	\$8,946	(\$81,553)	-90%
Preconferences & RBMS Conference	\$128,533	\$43,650	\$725	(\$42,925)	-98%
Web-CE	\$33,729	\$12,083	\$9,471	(\$2,612)	-22%
Subtotal	\$2,081,987	\$181,546	\$19,589	(\$161,957)	-89%
Special Programs					
Friends of ACRL-Restricted	\$0	\$0	(\$350)	(\$350)	N/A
Friends of ACRL-Operating	\$14,697	\$1,178	\$102	(\$1,076)	-91%
Subtotal	\$14,697	\$1,178	(\$248)	(\$1,426)	-121%
Unallocated Admin Expenses					
Unallocated Admin Expenses	\$1,131,599	\$717,835	\$648,235	(\$69,600)	-10%
Total Expenses					
Total Expenses ACRL	\$4,213,488	\$1,355,719	\$916,055	(\$439,665)	-32%
Total Expenses CHOICE	\$2,370,053	\$1,270,364	\$1,057,260	(\$213,104)	-17%
Total Expenses ACRL & Choice	\$6,583,541	\$2,626,084	\$1,973,314	(\$652,769)	-25%

	FY21	FY21	FY21	FY21	FY21
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance
Nets					
Total Net ACRL	(\$323,713)	(\$730,170)	(\$237,696)	\$492,474	67%
Total Net Choice	\$12,465	(\$89,355)	\$230,786	\$320,141	358%
Membership Net	\$6,129	\$67,003	\$179,503	\$112,500	-168%
Publications Net (without Choice)	\$256,892	\$51,045	\$192,448	\$141,403	277%
Education Net	\$559,562	(\$129,205)	\$38,690	\$167,894	130%
Operating Transfers					
ACRL	\$0	\$0	\$0	\$0	N/A
Choice	\$0	\$0	\$0	\$0	N/A
LTI Transfers, Gains, Losses					
ACRL	(\$81,374)	\$52,000	\$86,451	\$34,450	66%
Choice	\$51,797	\$4,479	\$35,217	\$30,738	686%
Ending Reserves					
ACRL Mandated Operating Reserve	\$990,533	\$990,533	\$990,533	\$0	0%
Reserve Aug 31: ACRL Operating	\$2,257,528	\$1,851,071	\$2,343,545	\$492,474	27%
Reserve Aug 31: ACRL LTI	\$5,128,319	\$5,261,694	\$5,296,144	\$34,450	1%
Reserve Aug 31: CHOICE Operating	\$2,644,459	\$2,542,639	\$2,862,780	\$320,141	13%
Reserve Aug 31: CHOICE LTI	\$609,290	\$561,971	\$592,709	\$30,738	5%
Total	\$10,639,596	\$10,217,376	\$11,095,179	\$877,803	9%



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

From: Kara Malenfant, ACRL Interim Executive Director; Allison Payne, ACRL Program Manager for Strategic Initiatives

Date: June 17, 2021

Re: Overview of Preliminary FY22 Budget

Executive Summary

ACRL	FY22	FY20	FY20	FY20	FY18	FY18	FY18
	Budget	Actual	\$ Variance	% Variance	Actual	\$ Variance	% Variance
Revenues	\$2,118,309	\$1,639,469	\$478,840	29.21%	2,691,183	(\$572,874)	-21%
Expenses	\$2,967,796	\$2,370,053	\$597,743	25.22%	\$3,423,873	(\$456,077)	-13%
NET	(\$849,487)	(\$730,584)	(\$118,903)	16.28%	(\$732,690)	(\$116,797)	16%
Ending balance	\$1,408,041	\$2,581,241	(\$1,173,200)	-45.45%	\$3,430,256	(\$2,022,215)	-59%
Mandated Reserve	\$952,599	\$1,028,604	(\$76,005)	-7.39%	\$933,236	\$19,363	2%

Even years shown to reflect non-conference years.

Choice	FY22	FY21	FY21	FY21	FY20	FY20	FY20
	Budget	Actual	\$ Variance	% Variance	Actual	\$ Variance	% Variance
Revenues	\$2,242,842	\$2,382,519	(\$139,677)	-5.86%	2,485,767	(\$242,925)	-10%
Expenses	\$2,487,276	\$2,375,977	\$111,299	4.68%	\$2,425,753	\$61,523	3%
NET	(\$244,434)	\$6,542	(\$250,976)	-3836.38%	\$60,014	(\$304,448)	-507%
Ending balance	\$2,394,102	\$2,638,536	(\$244,434)	-9.26%	\$2,631,994	(\$237,892)	-9%

ACRL Preliminary FY22 Budget Overview

The preliminary FY22 budget (Doc 7.1) was developed by staff based on the FY22 budget assumptions (Doc 16.0) that were reviewed and approved by the ACRL Budget & Finance Committee and ACRL Board of Directors in Fall 2020. The Board and Budget & Finance Committee typically review the preliminary budget at Midwinter and take action at Annual. As financial reports have been delayed, the Board and B&F will review at Annual and take action in late summer.

For those new to the ACRL budget, it is important to remember that ACRL's finances need to be considered as a two-year cycle; fiscal years ending in an even number are expected to have some deficit to cover the planning expenses for the next ACRL Conference. Fiscal years ending in an odd number would typically show

net revenues that cover all planning expenses from the previous year, as well as excess revenues to support member programs and services.

Net Asset Balance

To better situate a discussion of preliminary FY22 revenues and expenses, first let's consider the FY22 ending net asset balance (NAB). In the preliminary budget it is at \$1,408,041 or \$339,414 **below** the Budget & Finance Committee's "high-risk" scenario (Doc 18.0) and \$455,442 above the mandated operating reserve¹. Through a combination of increasing revenues and decreasing expenses, ACRL will need to reduce the year-end net in immediate fiscal years to ensure its long-term sustainability. While the budgeted year-end net is concerning, the projected year-end net for FY21 is \$660,444 better than budget (Doc 6.0), which would increase the FY22 budgeted year-end net to \$2,068,485 bringing the NAB above the high-risk scenario but below the mid-risk recommendation. Additionally, the Board and Budget and Finance Committee have practiced careful financial stewardship by reviewing the budget annually and having more fulsome discussions during the spend-down years.

Prior to spending down the net asset balance, ACRL has kept a larger beginning balance. ACRL has done this primarily for two reasons: 1) it provides flexibility and gives the Board resources to tap into to support the development of new initiatives and 2) should there be an extraordinary event, such as an ACRL Conference cancelation or major disruption to attendance, there would be money on hand to sustain the organization. As another point of comparison, the Council of Higher Ed Management Association executive directors recently shared their net asset balance policies, and many were more conservative than ALA's (Doc 19.0).

Investment Budget History

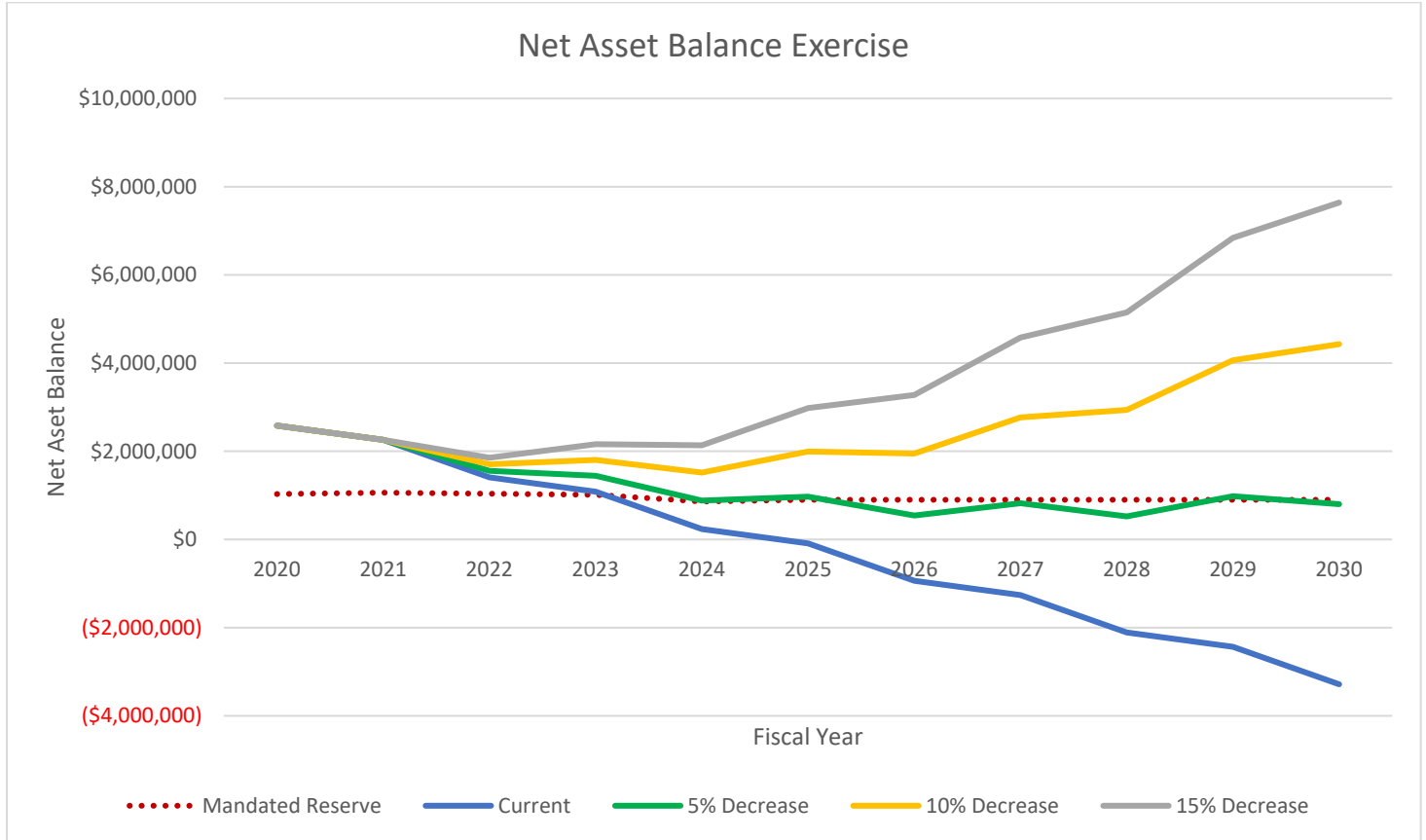
After reviewing the FY15 net asset balance the Budget & Finance Committee, Board, and staff agreed that more of this money needed to be put to work investing in programs and services that meet member needs, as well as setting some aside in ACRL's Long Term Investment to increase that particular revenue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

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

Projected Net Asset Balance Exercise

The following chart projects ACRL's net asset balance for several scenarios for reduced expenses. The exercise was completed with the assumption that revenues will stay the same as FY21 and FY22. Per ACRL policy, ACRL will maintain a mandated Reserve Fund equal to at least 25 percent of the average annual expenditures excluding CHOICE over the four most recently completed years. The Board/B&F should use this as one point of data when approving future fiscal year budgets.



Funding for the Future

As the preceding chart illustrate, spending down the NAB indefinitely is not a sustainable model. In recent years, the Board and Budget and Finance Committee have carefully monitored investment spending and have signaled an interest in conducting financial modeling exercises to identify strategic programs and services. On June 3, 2021, the Board held a Priority Setting meeting to begin discussing short-term goals for the organization. This conversation, in addition to those held during Board and Budget and Finance Committee meetings in June, will help identify areas of potential cost savings and investment for FY22 and future fiscal years.

Staff have prepared a several documents to help the Board and Budget and Finance Committee strategically review FY22 spending. Documents include:

- Doc 7.1 FY22 Budget (executive summary and project detail):** Typically, the Board does not see the individual project detail, and this is only reviewed by the ACRL Budget and Finance Committee. As we are asking the Board to have a deeper role in creating the FY22 budget, the Board is being presented with the full FY22 budget packet. The Executive Summary is included in the first three pages and

provides an overview of revenues and expenses in the three main areas (membership dues and services, publications, and professional development). Following the Executive Summary are the budgets for the individual projects and programs. Historical data is included for comparison to the last five fiscal years.

- **Docs 15.0 & 15.1 Five-year Financial Plan:** ACRL submitted to ALA a five-year financial plan with the assumption to grow overall revenue by 5% and reduce overall expenses by 15%. Growth and expense projections were based off the FY21 budget. The goal of increasing revenue steadily is to return to pre-pandemic levels. The five-year plan includes no furloughs and a 2% increase for staff. This five-year plan is just one data point and future years' growth/reduction will be approved by the Board/B&F per the annual budget cycle process (ACRL Guide to Policies and Procedures: 6.8 Budget Calendar).
- **Doc 13.0 & 13.1 FY22 Funding for the Future:** Doc 13.1 includes a high-level summary of major expenses in the preliminary FY22 budget. During the June meetings, we request that the Board and Budget and Finance Committee discuss these major expenses, ask questions, and seek additional information to understand the impact of these programs and services to the profession and members. Specific questions to help guide the conversation for the Board/B&F are included in Doc 13.0.

Preliminary FY22 Revenues

Revenue sources that generate a net beyond their own expenses are very limited in an even, non-conference year.

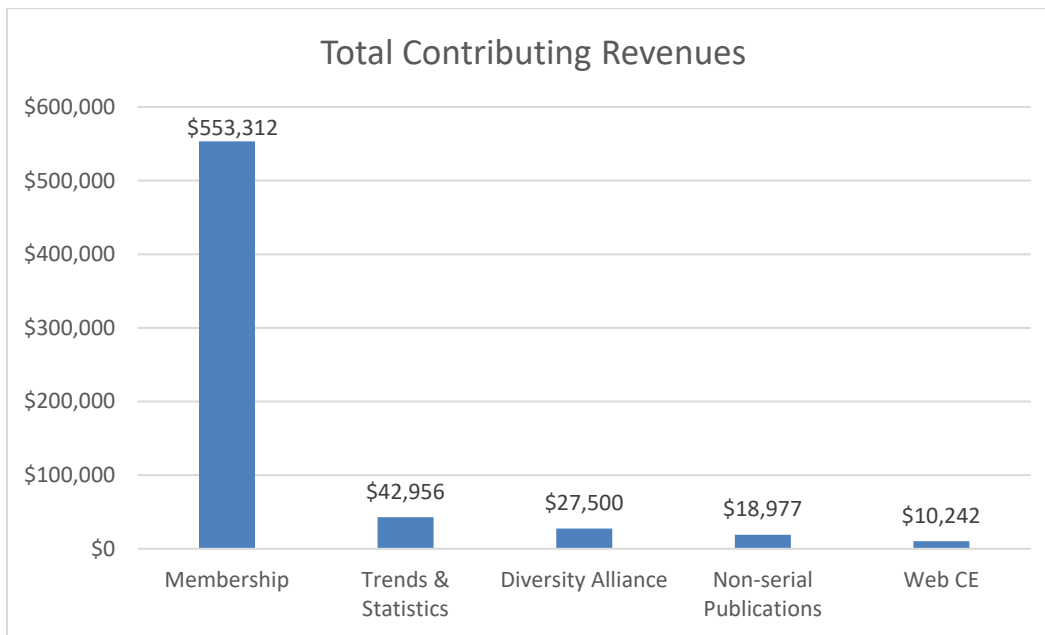


Chart shows revenues and includes areas with net revenues that will cover other programs and services and/or contribute to the net asset balance for future years. While other professional development and publications have significant gross revenues, their net revenues are offset by project expenses.

As we consider ACRL's three standard revenue streams, here is how we projected for FY22.

- **Membership**

- In recent years, the number of ACRL members has been in a steady decline despite more efforts at retention. Due to the decreases in membership during the pandemic, ACRL is projecting a rebound with increased membership for FY22. The FY22 revenue was projected based on an increase of 5% on the August 2020 membership of 8,575 (excluding 200 non-dues paying members). ACRL has historically increased dues slightly up to the HEPI index but no increase is included in this draft budget as the Board has not yet acted on a dues increase.
- Because FY21 membership has been higher than expected, staff are currently reviewing the anticipated landscape for future months and considering whether to expect an even higher rate of increase and include higher revenue in the final FY22 budget.
- **Publications:**
 - Except for Trends and Statistics, publications are budgeted as declining from FY21. ACRL hopes to grow publications revenues to return to pre-pandemic levels, however some shifts in purchasing trends maybe longer term.
 - In FY19, ACRL recategorized its advertising revenues to distinguish between those that appear in a publication that is a perquisite of membership and those that do not. The policies between ALA and its membership divisions (aka the “operating agreement”) allows division journal advertising included in a membership publication to be free of overhead payments. Most of ACRL’s advertising is online in an open access format and does not qualify for this exemption from overhead. For *C&RL News* alone that adds an expense of about \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising.
 - At Midwinter 2020, the Board approved to transition *C&RL News* to an online-only publication model beginning with the January 2022 issue. The cessation of print is reflected in the FY22 budget.
 - Because of the sustained stronger than expected ALA JobLIST classified ad sales in FY21, staff plan to revise that portion of budgeted FY22 revenue for *C&RL News* at about 85% of normal, or a \$60K increase from what is reflected now in the preliminary budget.
 - Online sales of ACRL Metrics and the new facilities survey database are expected to increase, and we are hoping that a new financial arrangement with the vendor will benefit ACRL’s bottom line.
- **Education:**
 - When compared to FY18, education is budgeted to decrease by 29%. Like with other revenue streams, it is expected that education will see gradual growth to rebuild to pre-pandemic levels. FY22 assumes a transition to safe travel and group gatherings, but with reduced demand and budget for in-person events and increased demand for online events.
 - As a non-conference year, revenues for the ACRL Conference in Pittsburgh will be deferred to FY23.
 - Staff will be reviewing the anticipated landscape for in person events and considering whether to increase revenue for the RBMS22 conference for the FY22 budget.
 - Based on how strong revenue has for ACRL eLearning webcasts and online courses, staff are reviewing the anticipated landscape for fall and winter and considering whether to increase revenue for the FY22 budget.
 - Because of the increased appetite for online events in FY21, staff are considering capacity for and interest in offering an online institute in spring 2022 for a few hundred people on a narrow topic TBD. This may be added to the final FY22 budget.

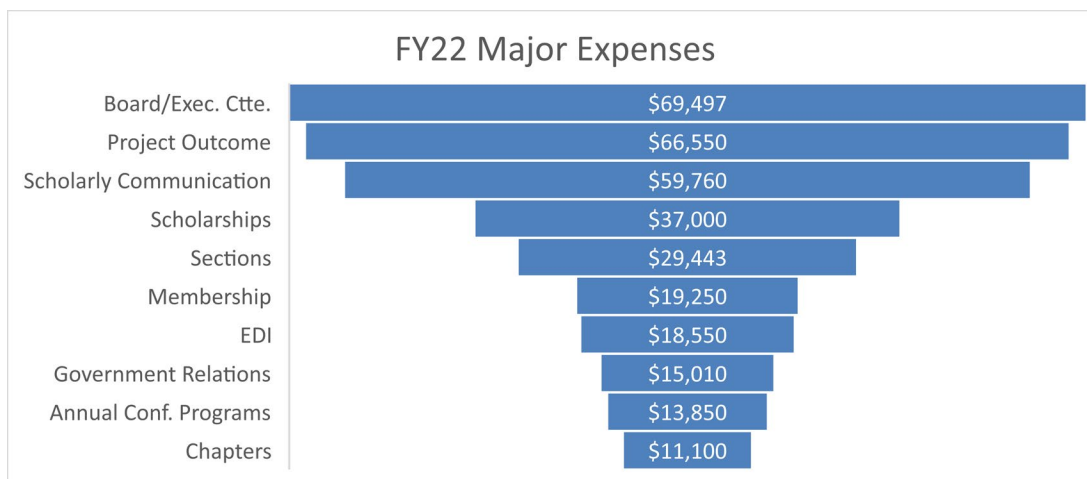
It is evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conference. To offset dependency on a single revenue area, ACRL must continue to seek for ways to diversify its revenues. ACRL looks to expand newer revenue streams in areas such as licensed workshops, consulting, and digital

advertising in the forms of sponsored e-blasts, digital ads, etc. as well as identify new products and services needed by the profession. ACRL has always benefited from the in-kind donations of time and talent from its membership, which make it possible for ACRL to offer such a wide array of programs and services. As ACRL carefully considers expenses for FY22, 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.

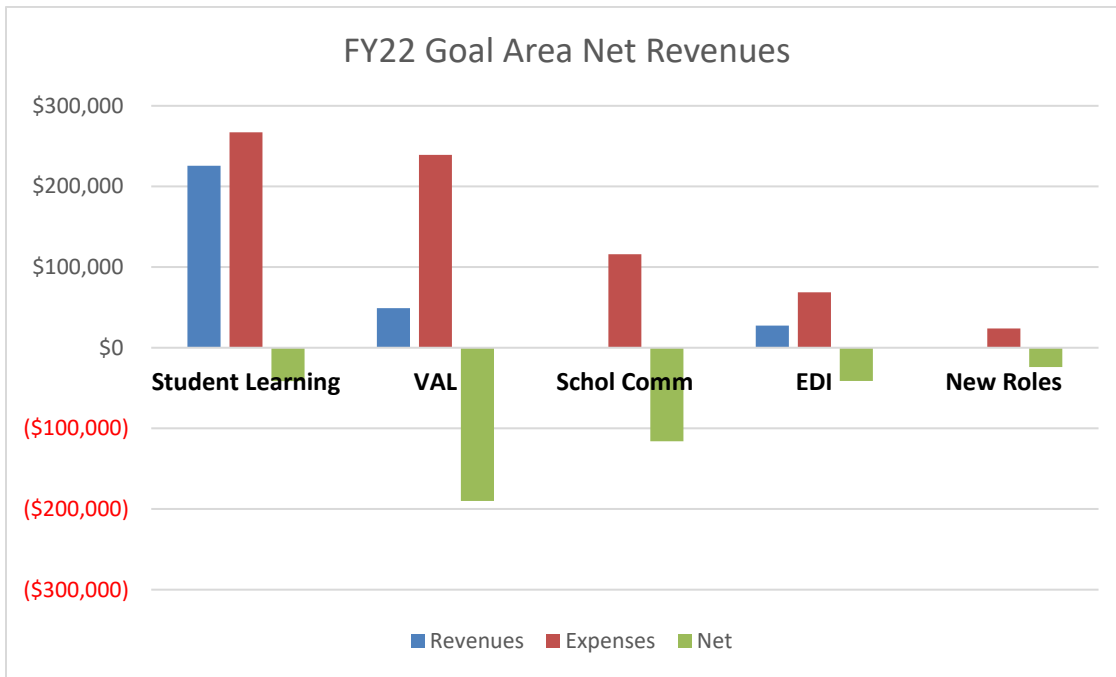
Preliminary FY22 Expenses

In early June, ALA Finance staff informed all units (offices, roundtables and divisions) that in order to reduce the gap between revenue and expenses, they will include a placeholder reduction to expenses of \$175,000 in the preliminary FY22 budget to be presented to BARC. To distribute this reduction equitably, all units have been directed to reduce their budgets by 10% of travel (or its equivalent in another line). For ACRL, this means reducing our FY22 expenses by at least \$3,300.

In this preliminary FY22 budget, ACRL continues to spend down of the net asset balance. Just as the libraries ACRL serves have had to prioritize programs/services, ACRL will need to do the same. ACRL may not be able to continue to fund as many new ideas as it has in the past or to continue projects past an initial pilot year. The Board and Budget and Finance Committee are being asked to closely examine major expenses in the FY22 budget. Specific initiatives included in the FY21 budget are articulated in the Budget Assumptions (Doc 16.0) and relate primarily to funding programmatic initiatives that support ACRL's Plan for Excellence strategic goal areas, its Core Commitment to Equity, Diversity, and Inclusion, and invest in its enabling programs and services.



Expense totals above are for programs that are not-self-supporting and are funded from the net asset balance. To allow the Board/B&F to better understand direct costs, totals only include program expenses and do not include salaries/benefits.



Above chart includes total program revenues and expenses (with salaries/benefits). Each goal area includes the rollup of all supporting projects (e.g., Student Learning includes Immersion budgets.).

The FY22 budget provides support for many of these initiatives:

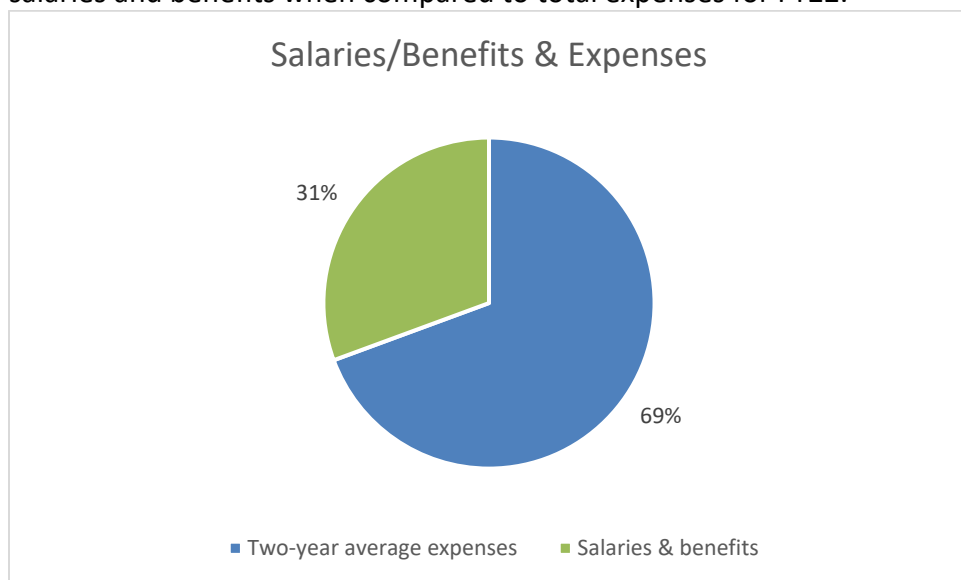
- \$ 116K to support the Research and Scholarly Environment goal which includes \$30K being made available for research grants, \$2K for 1 OpenCon scholarship, \$26K to pay for ACRL's membership in other organizations including \$30K for the Library Copyright Alliance (\$15K shown in Govt. Relations Project 3704);
- more than \$1445K is budgeted to further ACRL's Value of Academic Libraries initiatives, which includes \$104K for Project Outcome;
- more than \$267K 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 \$23K is budgeted to support ACRL's new roles and changing landscape initiative.
- \$37,000 is budgeted for scholarships, which includes support for RBMS Conference, and Immersion program, as well as \$14K to support two Spectrum Scholars and \$3K to support three ALA Emerging Leaders;
- Over \$68K to support ACRL's Core Commitment to Equity, Diversity and Inclusion.
- \$20K 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).

While the salaries and benefits are budgeted to the individual projects, the following chart shows ACRL's total salaries and benefits when compared to total expenses for FY22.



Historical context for FY22 budget

Note: figures mentioned below can be found at the end of this document.

As we consider the FY22 preliminary budget, it is helpful to consider it in its historical context.

Figure 1 shows ACRL's net revenues since FY2013. The peaks are the years in which ACRL held its major conference; the valleys are the even years without the conference revenues. On this chart, ACRL's peak net revenue was in FY13 with net revenues of \$681,788, which is still a drop from the high in FY07 of net revenues of \$866,939. Since then, net revenues in conference years have been about the same during non-spend down year, although this comparison becomes more complicated as ACRL had been intentionally spending down its net asset balance. The decline of revenues from ACRL's publishing and dues revenue has contributed to the declining net.

Figure 2 shows ACRL and CHOICE overhead to ALA, since FY13. Overhead rates can vary slightly year-to-year and the current overhead rate is 26.5%. Per the ALA policy outlined in the ACRL Guide to Policies and Procedures, "Revenues from registration fees are assessed at 100% (which includes the face-to-face ACRL Conference) of the ALA overhead composite rate. ACRL pricing of revenue producing activities must incorporate the cost of these charges." and, "overhead will be assessed at 50% (which includes registration from the virtual ACRL Conference) of the ALA composite rate on revenue from net sales of materials, subscriptions, advertising (except in those publications which are provided to division members as a prerequisite of membership, including those that are reformatted, and other miscellaneous fees." Choice currently pays 50% of the overhead rate, and with this rate for FY22, Choice has budgeted a net revenue of (\$224,064). It is also important to note that in addition to the overhead Choice pays ALA, Choice also assumes all expenses for its own building, equipment, technology, and office expenses.

Figure 3 shows ACRL Conference revenue trends. Gross revenues and attendance has increased up until FY17, and net revenues, which take into consideration the expenses for both years of the two-year conference cycle, fluctuate, having declined from a high of \$642,298 for the 2005 Conference in Minneapolis to \$348,773 for the 2003 Conference in Charlotte, then increased to \$597,621 for the 2015 Conference in Portland, and decreased

back to \$475,320 for the 2017 Conference in Baltimore and dropped again to \$288,712 for the 2019 Conference in Cleveland. The net of the 2019 Conference was 11.2% of conference revenues. Future conference budgets should consider budgeting for net revenues of at least 10-15% of total revenues to ensure a steady income stream. ACRL has been fortunate to routinely exceed budgeted revenue targets and hold the line on costs, which has led to our healthy net revenues, but as we look to budget for future conferences, it may be prudent to increase our targeted net.

Figure 4 demonstrates the fluctuations of publishing revenues. Historically, subscription and ad revenues covered all publication expenses and also subsidized member programs. With the move to Open Access and decline in subscriptions *C&RL* and *C&RL News* switched to needing a subsidy from member dues. Because *C&RL* online ad revenue does not generate enough income to fully support the open access digital publication, the shift to print-only reduces expenses in FY22 starting with the January 2023 issue. By 2012, *C&RL News* had boosted its revenues with new advertising opportunities, such as ACRL Delivers and ACRL Update, and saw an increase in classified ad revenues, returning the *C&RL News* project to one with positive net revenues. In FY18, we reconsidered which advertising we were paying ALA overhead on since “advertising in journals that are perquisites of membership are overhead-exempt” but other advertising revenue is not. Since more of ACRL’s advertising now appears in various digital newsletters, etc., we reclassified that revenue as being subject to overhead, which made the *C&RL News* a deficit budget for the first time since 2010. For FY22, we are budgeting for a negative net revenue for *C&RL News*, as it transitions to an online-only publication.

Figure 5 shows membership dues revenues for FY10 to FY19. The positive effect of the dues increase, approved in 2005 is quite evident. That dues increase also created a new member rate for students, which the Board reduced to \$5 effective with FY18 and ending FY22. As of November 30, 2019, ACRL student membership has increased 74.6% (+468) over August 2017 and now stands at 1,095, which is 11.5% of all ACRL personal members.. Of concern is the fact that, although small, regular dues increases have stabilized dues revenue, ACRL membership continues to decline. We will continue to work to articulate ACRL’s value proposition in a way that resonates with potential members and builds on ALA’s recruitment of academic and research librarians. In FY20, ALA hired a new membership director, and has restructured its membership offices to form one unit: Member Relations & Services (MRS), which is focusing on providing services to both members and customers, and building relationships and articulating value propositions to drive membership for ALA. ACRL is eager to work with ALA MRS to explore joint recruitment and retention opportunities, especially in light of the ALA Pivot Strategy goal to increase overall membership by 5% and increase membership in a division from 65% to 75%.

Figure 6 shows the comparison of revenues/expenses by the three major categories for the last 5 years. The charts show the increasing dependence on net revenues from ACRL’s educational programs, especially the ACRL Conference, to support the organization. As traditionally abundant sources of contributing revenues (i.e., membership dues and publications) decline, ACRL will need to conserve expenses and seek new entrepreneurial lines of revenues.

Choice FY22 Budget Overview:

1. Trends

The Choice FY22 budget is based on the discussion of key business trends presented in “FY22 Budget Assumptions.” Those trends, abundantly confirmed by our forecast for FY21 full-year results, continue to identify

the diminished use of reviews in the collection-development process as the key driver of Choice financial results. Fully 70% of our revenues come from the sale of our reviews, through either subscriptions to our proprietary products or licensing to major platform providers. During the past six years, those revenues have been falling at an annualized rate of 5%, resulting in an overall revenue decline of about 4% per year (CAGR = -3.84%)

Table 1. Revenue Trends

REVENUE	FY21F	FY20	FY19	FY18	FY17	FY16	FY15	CAGR
Subscriptions	1,105,000	1,258,734	1,306,130	1,377,992	1,393,621	1,458,007	1,571,401	-5.70%
Royalties	491,568	505,219	521,691	530,091	646,542	621,371	622,767	-3.87%
Subtotal Reviews	1,596,568	1,763,953	1,827,821	1,908,083	2,040,163	2,079,378	2,194,168	-5.16%
%	67%	71%	73%	68%	69%	72%	73%	
Adv. & Spons. Content	737,434	670,500	599,110	693,590	725,476	654,429	662,474	1.8%
TOTAL	2,372,002	2,485,765	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390	-3.93%

Our efforts to buffer these declines and remake Choice through the creation of new content and revenue streams have been successful in their own right—attracting an audience of about 50,000 people to our podcasts, webinars, and white papers—and sponsorships of these programs have become an important and growing part of our portfolio. This is best illustrated by the fact that in FY15, advertising and sponsored content revenues stood at 30% of review income. In FY21, that percentage grew to 46%. Still, when all is said and done, that growth is averaging only 2% a year and is not enough to counter the declines in our review products.

In the final analysis, it has been cost containment, not revenue growth, that has kept Choice finances in a reasonable condition. And of course, with the benefit (sic) of a hiring freeze and four weeks of furlough, our operating balance will likely finish this year in positive territory. But FY22 promises no such blanket remedy. As you will see as you study the FY22 budget, some hard decisions lie ahead, decisions that will necessarily need to be reflected in revisions to the current numbers.

Table 2. Choice FY22 Budget Summary as of 11 June 2021

	FY22B	FY21F	FY20	FY19
TOTAL REVENUES	2,236,929	2,385,142	2,485,765	2,520,864
TOTAL EXPENSES	2,460,992	2,344,387	2,425,753	2,698,854
NET REVENUES	(224,064)	40,754	60,012	(177,990)

2. Revenue

2.1 Subscriptions

Already the victim of market forces, our subscription products have suffered additional losses as the result of the COVID-19 pandemic. *Choice* magazine, in particular, has seen a dramatic decline in circulation, one that has only increased as the current year has progressed, from an 11% year-over-year drop in September to a 27% drop in May. Cash receipts, the best indication of future earnings, are off almost 30% year-over-year through this same period. *Choice Reviews on Cards* circulation is currently running 28% below a year ago and 33% less in cash. Only *Choice Reviews* is holding its own, down 5% in cash and 9% in circulation. These factors have provided a framework for the FY22 budget for our flagship products, but because earned income for subscriptions is buffered by accrual accounting, the full impact of the cash shortfalls described above will not simultaneously be reflected in our income statements. Even so, given the continued erosion of our subscription business, we plan to revisit—

and lower—budgeted revenues for our review products after the ALA Annual conference. The revisions we will be making are shown in Table 3, below, as “FY22 RevB.”

For its part, 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. We have little visibility and even less influence, over RCL sales, but in the continuing hope that the launch of the Bowker Book Analysis System will boost RCL sales, with which it is bundled, we have budgeted for a small increase in FY22.

Circulation, and thus revenue, for *ccAdvisor* has varied little over the course of the past four years, largely on the strength of the agreement with the Center for Research Libraries, which provides the database as a member benefit and thus anchors this product’s revenue base. On the assumption that this license will renew both this summer (for FY21) and next (for FY22), we have budgeted for flat sales.

Table 3: Budgeted and Revised FY22 Subscription Revenue

	FY22 RevB	FY22B	Var	FY21F	FY20
<i>Choice</i> magazine	263,500	306,739	(43,239)	310,000	413,039
<i>Reviews on Cards</i>	55,250	60,955	(5,705)	65,000	74,101
Subtotal: <i>Choice</i> Print	318,750	367,694	(48,944)	375,000	487,140
<i>Choice Reviews</i>	529,000	543,124	(14,124)	575,000	622,735
Subtotal: All <i>Choice</i>	847,750	910,818	(63,068)	950,000	1,109,875
<i>Resources for College Libraries</i>	130,000	130,000	0	125,000	122,282
<i>ccAdvisor</i> (Choice)	33,000	33,000	0	30,000	26,577
TOTAL	1,010,750	1,073,818	(63,068)	1,105,000	1,258,734

2.2 Third-party Licenses

Our licenses with the major platform providers and aggregators provide us with a fairly reliable stream of income, and to date, we have received no notification of license cancellations. We have projected revised FY22 royalty income at \$466,510, a small decline based on a reduction in the *Books in Print* license fee.

2.3 Advertising and Sponsorships

Advertising and sponsored content, comprising numerous activities that are budgeted in several different projects, is the growth portion of our business. In light of our recent financial results, it is becoming clear that the current FY22 advertising budget, which was created several months ago, understates the revenue potential in some areas. As before, we have provided revised figures in Table 4, below, and it will be on these revised figures, totaling an additional \$95K in revenue, that the discussion here is based.

2.3.1 Traditional Advertising. We have noted previously the precipitous decline we are seeing in traditional advertising, with interest in digital advertising (banner ads) rapidly migrating to more interactive forms of customer engagement and several publishers openly stating to us that they will no longer produce print advertisements. During FY21, ads in *Choice* magazine have fallen to historic lows, and we do not expect that this situation will improve, so for FY22B, we have held magazine advertising (project #3907) flat to this year. Similarly, banner ads in *Choice Reviews* (project #3913) will remain level with the amount budgeted in FY21, \$35,000. (The overage that you see for *Choice Reviews* in the FY21 forecast below is due entirely to the temporary crediting of revenues from ads in the relaunched Choice360.org to this project.)

2.3.2 Content Marketing. The term *content marketing* encompasses a wide variety of Choice programs supported by sponsors and underwriters. It includes newsletters, eBlasts, white papers, case studies, and

The Authority File podcast series. (Our webinars are also sponsored content but are separately recorded in order to conform with ALA financial reporting requirements.) Collectively, these are tracked and accounted for at project #3914, which is now budgeted to generate \$281,725 in net revenue.

2.3.2.1 Newsletters and eBlasts. Over the past year we have added three newsletters, bringing to eleven the total number of these sponsored products. As we have done so, the aggregate number of “subscribers” has gradually grown to over 19,000, 20% above this time a year ago. Based on this encouraging performance, we are budgeting \$60,000 in gross sales for newsletters for FY22, roughly equal to FY21 but 30% higher than FY20. eBlasts, responsible for the lion’s share of this category, are conservatively slated to generate \$140,000, bringing to \$200,000 the combined revenue from these two product lines.

2.3.2.2 White Papers. Because our white paper program is more labor- and time-intensive than any other part of our content marketing program, its growth potential is limited, restrained both by resource issues at Choice and by sponsor participation. The longer sales cycle this project entails, and the substantial editorial effort involved in identifying and commissioning authors, developing the topic, and editing the manuscript, are serving to cap the number of publications we publish to two a year. For FY22 we will assume two white papers, with gross revenue of \$40,000.

2.3.2.3 Case Studies. Case studies are a new program at Choice. Unlike the white papers, which are conceived, developed, and written independent of any input from the sponsor (other than to suggest topics), case studies are content marketing in the traditional sense of the word: documents written to the specifications of the sponsor and thus clearly presented as “advertorials.” Our first case studies, documenting how libraries drawn from four Carnegie classes are incorporating their experiences of the past year into new library procedures, will be published on Choice360 this summer. For next year we have budgeted for one such series for \$20,000.

2.3.2.4 The Authority File. Podcast revenue has grown consistently since its inception and as of this writing has garnered \$36,550 in gross sales this year, some 14% above a year ago. Driven largely by concerns that we are reaching the maximum number of episodes we are capable of producing with current staff, forty-eight, we have capped the FY22 budget at \$35,000, or roughly even with this year. If demand should increase, we shall, of course, redeploy resources to address this contingency.

2.3.3 Choice360. The relaunch of Choice 360.org has driven a substantial increase in traffic and engagement with our content. By way of example, during this past May user sessions and page views were over *three times* that of a year ago. Beginning in FY22, Choice360 will be expected to generate revenue to cover its costs, and for accounting purposes it will have a dedicated financial project (#3919) of its own. Anticipated revenues include a modest number of banner ads on the site but also sponsorships of webinars and podcasts in Toward Inclusive Excellence, our new content vertical on racial and social justice. Collectively, project 3919 gross revenues are budgeted for \$35,000.

2.3.4 Webinars. The “large and enthusiastic audiences” referred to in the budget assumptions document only grew larger and more enthusiastic in FY21, during which our thirty-five webinars to date have so far garnered over forty-five thousand registrations and twenty-one thousand viewers, with six webinars yet to come. Gross receipts for this year will top \$300,000. While we are optimistic about our prospects for next year, we dare not assume that we will reach this figure again. Perhaps conservatively, the revised budget (project #3909) will call for gross sales of \$262,500, yielding \$213,084 net to Choice after payment of royalties and sales commissions.

Table 4: Budgeted and Revised FY22 Advertising Revenue

	FY22 RevB	FY22B	Var	FY21F	FY20
Choice magazine net	143,250	143,250	0	143,250	220,610
Choice Reviews net	33,425	28,650	4,775	39,155	58,469
Choice content marketing net	281,725	233,975	47,750	305,170	204,196
ccAdvisor net	4,775	4,775	0	1,910	6,418
Choice360 net	33,425	33,425	0		
Webinars net	213,084	170,467	42,617	247,949	180,807
TOTAL	709,684	614,542	95,142	737,434	670,500

2.4 Other Revenue

Virtually all miscellaneous revenue comes from two sources: (1) a lump-sum payment of \$12,000 in affiliate fees, paid by EBSCO for the programming in *Choice Reviews* that allows users to deposit books from CR directly into their GOBI carts, and (2) \$45,000 budgeted for the sale of books received at Choice but not sent for review. This latter stream has been severely damaged by COVID-19, initially because in the spring of 2020 publishers sent fewer books for review and then later, and more persistently, by the reluctance of booksellers to purchase inventory from us. The \$45,000 budget in this category is thus an exercise in optimism regarding the post-COVID environment. Along with some miscellaneous fees for permissions, Other Revenue is budgeted to contribute a total of \$59,500 overall in FY22.

2.5 Revenue Overview

The revised revenue estimates discussed above lowered subscription and royalty revenues and increased advertising, for a net gain of \$9,516, 5.4% below our forecast for FY21.

Table 5: Budgeted and Revised FY22 Revenue

	FY22 RevB	FY22B	Var	FY21F	FY20
TOTAL SUBSCRIPTIONS	1,010,750	1,073,818	(63,068)	1,105,000	1,258,734
TOTAL ADVERTISING & SPONSORED CONTENT	709,684	614,542	95,142	737,434	670,500
TOTAL ROYALTIES	466,510	489,068	(22,558)	491,568	505,219
TOTAL OTHER REVENUE	59,500	59,500	0	39,000	51,312
TOTAL REVENUES	2,246,444	2,236,928	9,516	2,373,002	2,485,765

3. Expenses

With revenues falling at about 5% a year, it is to cost containment that we must look for financial stability. Some of this work has already been done. Between FY15 and FY20, Choice reduced spending on travel, conferences, publication, and operations—that is, items not related to payroll and contractors—by 44%, driven by a staff-wide search for ways to do their jobs more efficiently. But these expense categories constitute only about 30% of Choice direct spending, leaving us with limited options for further cost containment. The FY22 expense budget is thus still very much a work in progress.

Important points include:

- Payroll: the lifting of furloughs means that payroll spending will return to levels last seen in FY19, prior to the financial crisis at ALA. We continue to budget for one open position, to be filled when the hiring freeze is lifted.

- Outside Services: Some \$37K has been allocated for contractor and contributor payments for Toward Inclusive Excellence and for writing the case studies, but these are offset by the sponsorship revenue they bring in.
- Travel, Meetings, and Conferences. The prospect of a live ALA Annual conference has prompted us to budget for exhibiting at that event and for attendance by six staff members. These expenses can easily be reduced, or even eliminated, at need. Attendance and exhibiting at the Charleston Conference, the second-most important event on our travel schedule, has been eliminated.
- Publication-related Expenses. Over the past six years we have reduced the costs required to produce our products by 45%. The FY22 budget in this category is the lowest in a decade.
- Operating Expenses: Budgeted operating expenses will also be at or near the lowest in a decade. I have been unsuccessful in obtaining depreciation figures for our technology spending from ALA Finance, so the budgeted figure in line #5530, \$40,937, is an estimate only. FY22 should be the last year we are depreciating the cost of developing *Choice Reviews*, so the number may very well be lower than this.
- Overhead payments have been calculated using the current rate of 13.25%. In FY22, we anticipate contributing almost \$300K to the ALA General Fund while continuing to pay all the expenses associated with our unit with the exception of Finance and Human Resources.
- In the absence of direction from ALA Finance, allocations for the loan assumed for ownership of our offices is also an estimate.

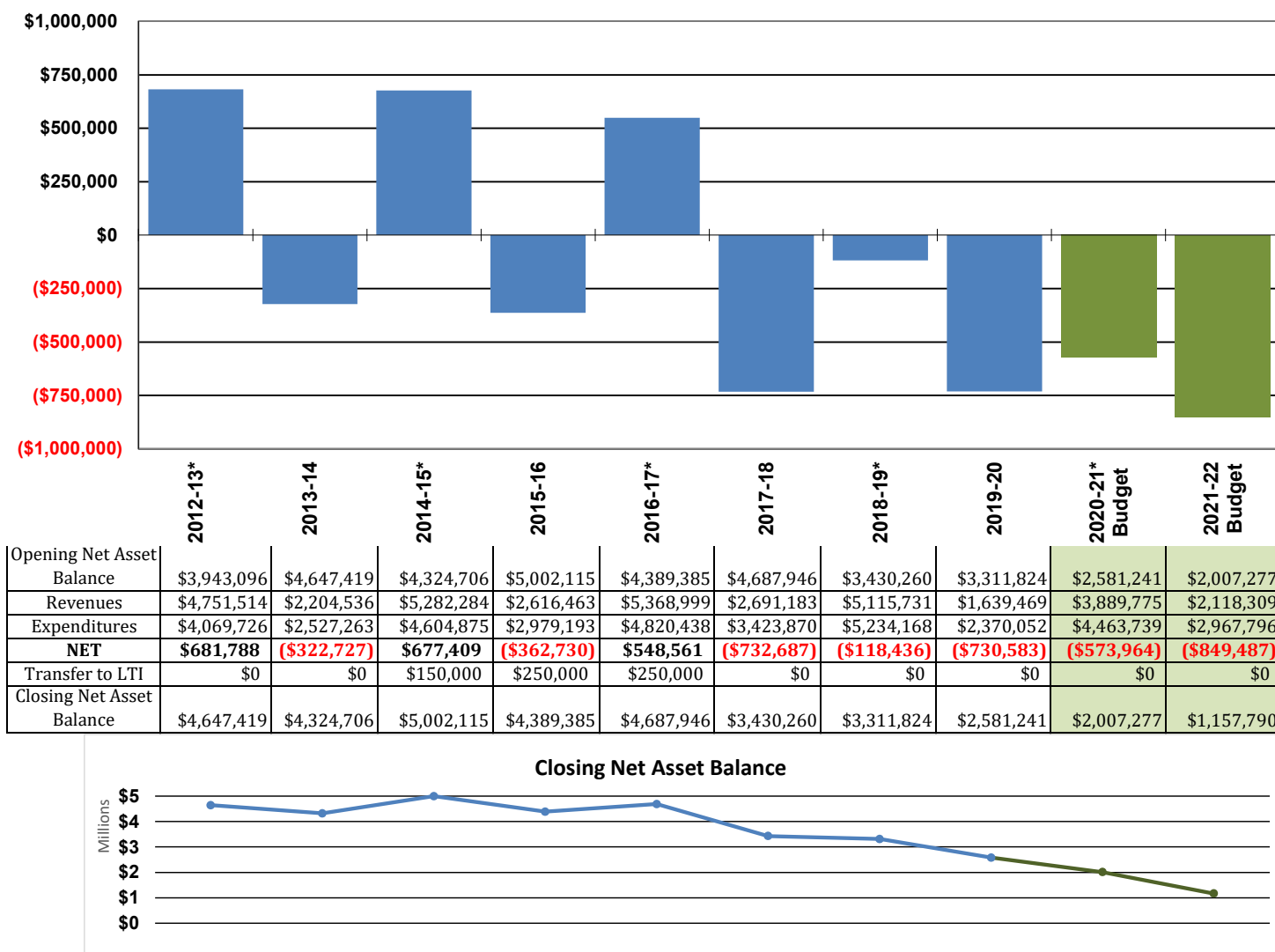
Table 6. Budgeted FY22 Expenses

	FY22B	FY21F	FY20	FY19
Payroll and Related Expenses	1,633,743	1,511,776	1,508,575	1,665,237
Outside Services	74,281	66,831	86,062	101,658
Travel and Related Expenses	11,350	500	10,271	41,543
Meetings and Conferences	13,000	0	1,250	11,771
Publication-related Expenses	246,975	274,875	274,467	260,373
Operating Expenses	206,359	188,255	244,113	308,930
TOTAL DIRECT EXPENSES	2,185,708	2,042,237	2,124,738	2,389,512
TOTAL INDIRECT EXPENSES	(37,348)	(38,881)	(57,597)	(63,083)
IUT/Overhead	296,393	314,423	329,364	334,014
IUT/Allocations (Liberty Square)	16,240	25,000	29,248	38,411
UBIT		0	0	0
TOTAL OVERHEAD	312,633	339,423	358,612	372,425
TOTAL EXPENSES	2,460,993	2,342,779	2,425,753	2,698,854

4. Summing Up

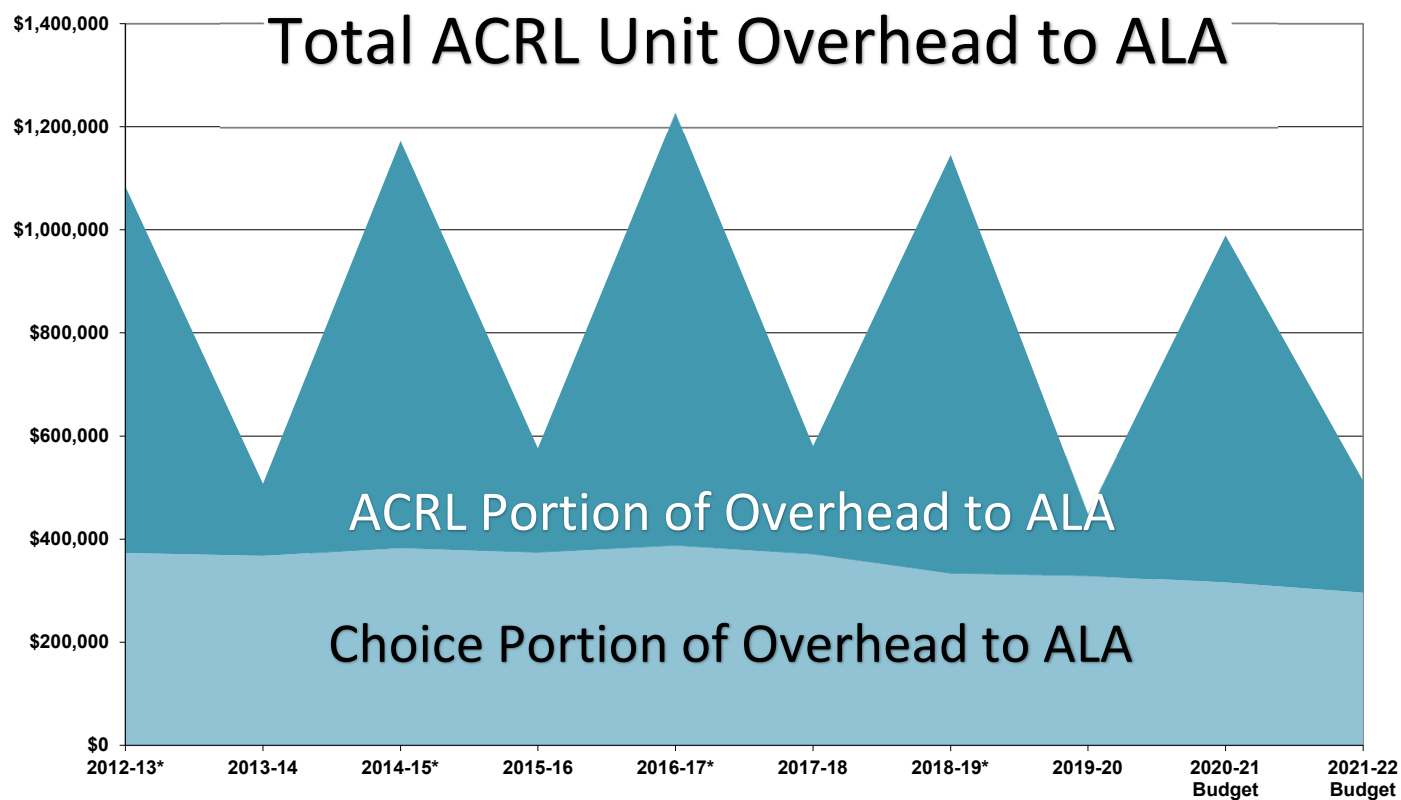
The budget submitted to ALA in May of this year anticipates a shortfall of \$224,064 (Table 2) against a net asset balance, at the beginning of FY21, of some \$2.632MM. Clearly, the unit is in no immediate danger, either financially or operationally, and we continue to innovate our way toward a balanced budget and a positive contribution to the mission of the Association. That said, the current budget shortfall needs to be considered against the health of the Association as a whole.

FIGURE 1
Net Revenue
(excluding CHOICE)



*ACRL Conference years

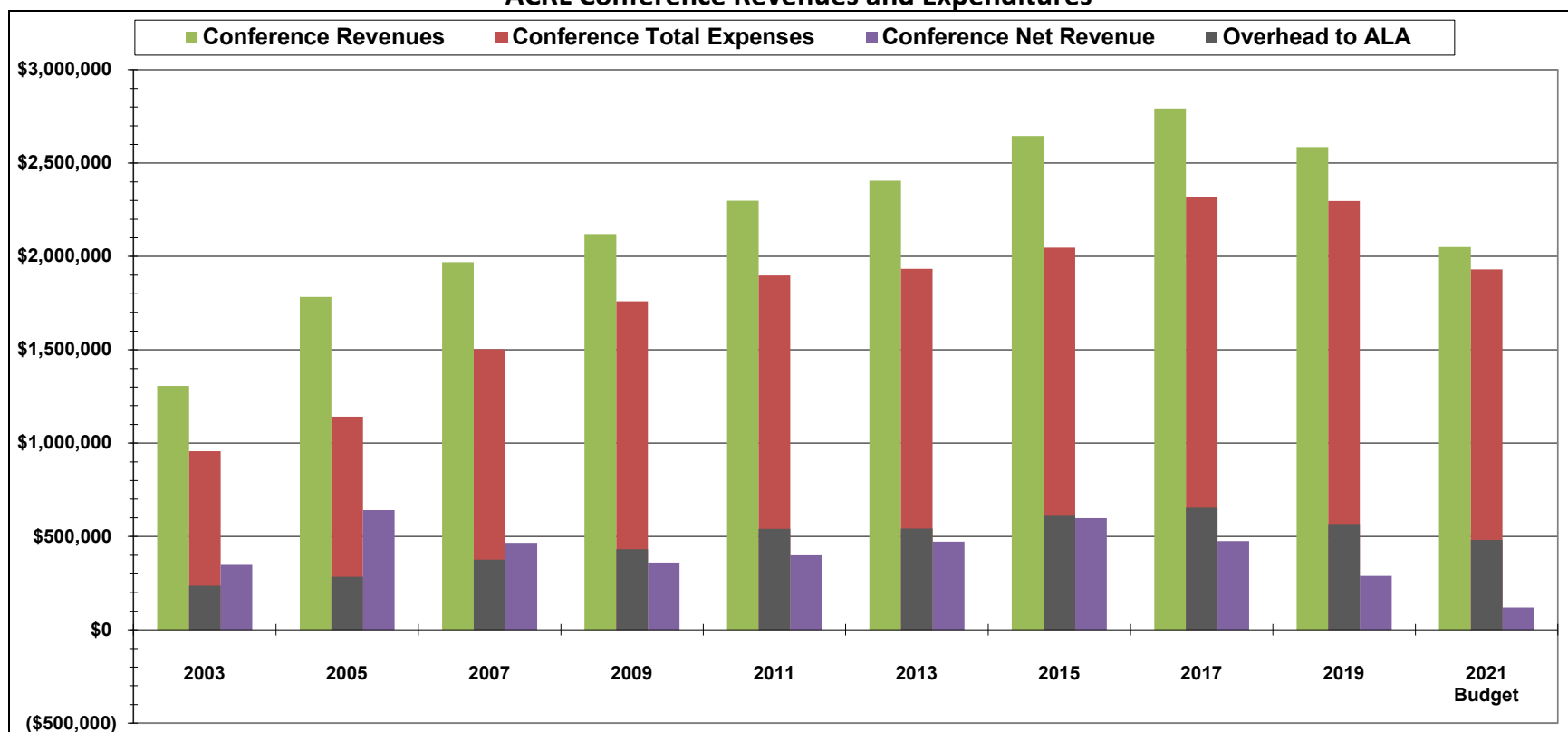
FIGURE 2
ACRL and CHOICE Overhead to ALA



	2012-13*	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19*	2019-20	2020-21 Budget	2021-22 Budget	10-year Total as Budgeted
ACRL Overhead to ALA (without Choice)	\$710,497	\$140,002	\$789,448	\$201,328	\$840,744	\$209,386	\$811,598	\$119,797	\$672,672	\$216,215	\$4,711,687
Choice Overhead to ALA	\$373,132	\$367,338	\$383,209	\$374,640	\$388,206	\$371,353	\$334,014	\$329,364	\$316,031	\$296,393	\$3,533,680
Total Overhead to ALA	\$1,083,629	\$507,340	\$1,172,657	\$575,968	\$1,228,950	\$580,739	\$1,145,612	\$449,161	\$988,703	\$512,608	\$8,245,367

*ACRL Conference Years

FIGURE 3
ACRL Conference Revenues and Expenditures



	2003	2005	2007	2009	2011	2013	2015	2017	2019	2021 Budget
Conference Revenues	\$1,306,375	\$1,783,625	\$1,969,819	\$2,120,018	\$2,298,469	\$2,405,866	\$2,644,921	\$2,792,296	\$2,586,298	\$2,050,108
Conference Total Expenses	\$957,603	\$1,141,326	\$1,503,058	\$1,759,944	\$1,898,648	\$1,933,542	\$2,047,300	\$2,316,976	\$2,297,586	\$1,930,528
Conference Net Revenue	\$348,773	\$642,298	\$466,761	\$360,074	\$399,821	\$472,324	\$597,621	\$475,320	\$288,712	\$119,580
Overhead to ALA	\$236,814	\$285,173	\$376,674	\$431,354	\$540,835	\$542,973	\$610,221	\$653,947	\$566,931	\$481,404
Net Revenue % over expenses	26.7%	36.0%	23.7%	17.0%	17.4%	19.6%	22.6%	17.0%	11.2%	5.8%
ALA Overhead Rates	19.6%	18.8%	21.5%	23.9%	26.1%	25.5%	25.4%	26.4%	26.5%	26.5%

FIGURE 4
Publications Net Revenues
(excluding CHOICE)

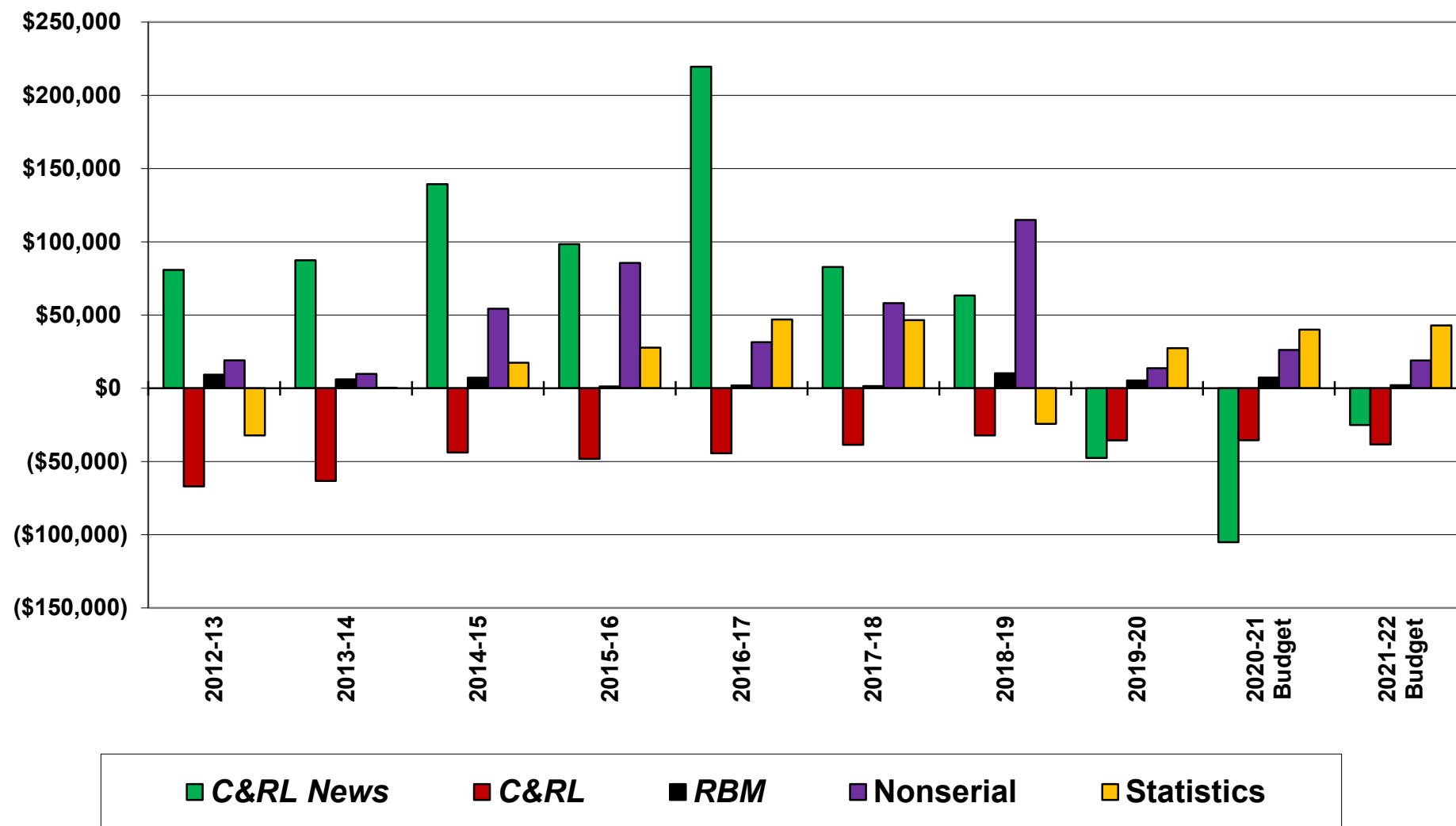
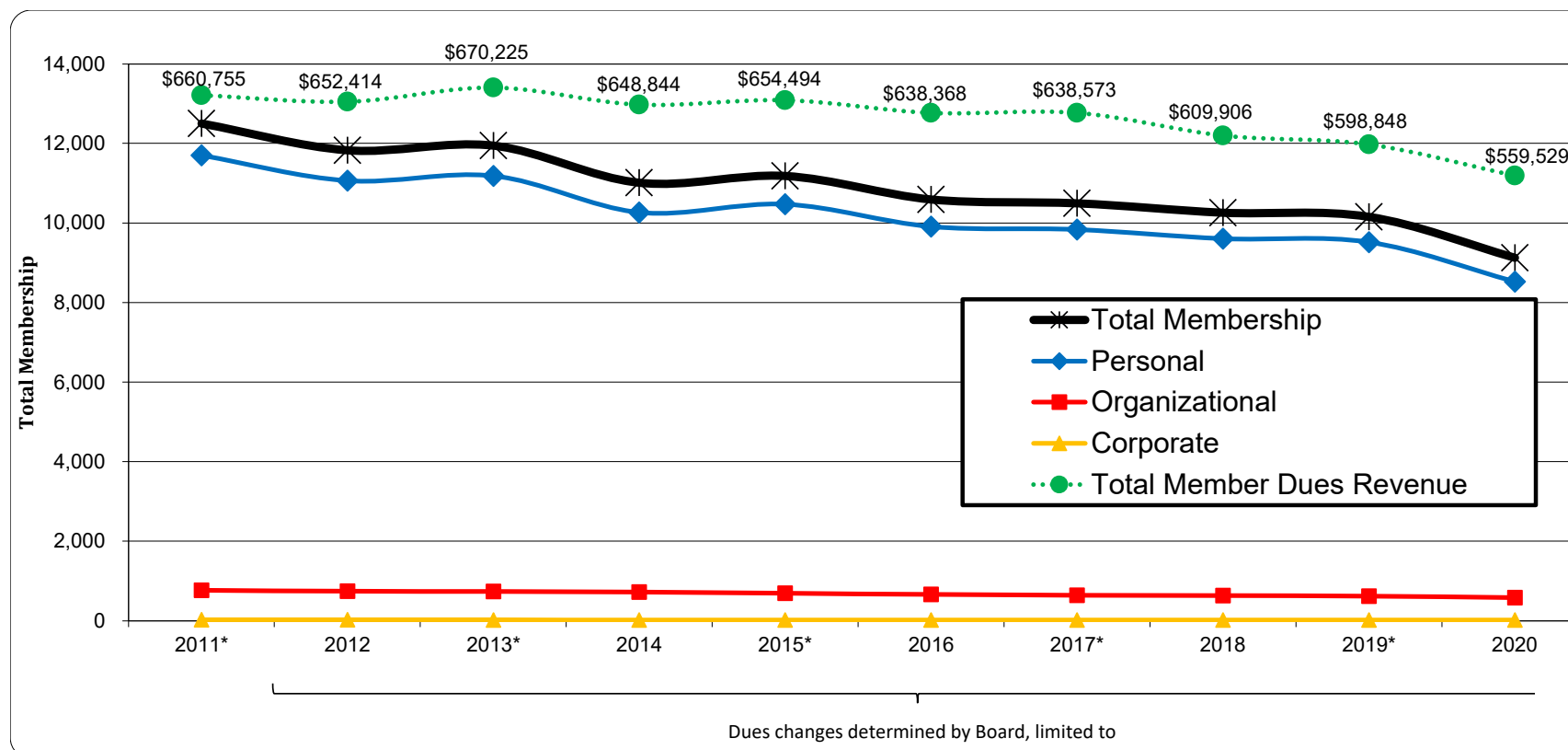


FIGURE 5
ACRL Membership by Type



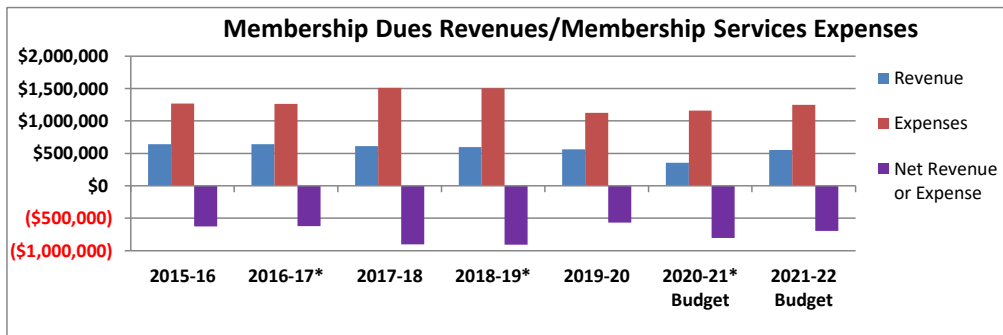
Dues changes determined by Board, limited to
HEDI

	2011*	2012	2013*	2014	2015*	2016	2017*	2018	2019*	2020
Personal	11,705	11,062	11,187	10,269	10,472	9,910	9,837	9,608	9,519	8,524
-Regular	10,257	9,827	10,170	9,474	9,674	9,178	9,054	8,526	8,313	7,450
-Retired	118	119	98	115	137	152	156	162	163	153
-Student	1,330	1,116	919	680	661	580	627	920	1,043	921
Organizational	768	742	734	721	690	664	640	634	619	583
Corporate	27	25	23	20	19	18	18	18	19	21
Total Membership	12,500	11,829	11,944	11,010	11,181	10,592	10,495	10,260	10,157	9,128
Total Member Dues Revenue	\$660,755	\$652,414	\$670,225	\$648,844	\$654,494	\$638,368	\$638,573	\$609,906	\$598,848	\$559,529

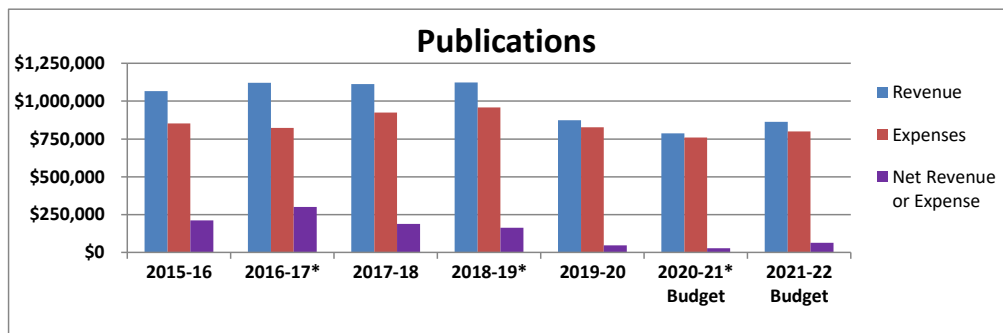
Figures for 2012 were impacted by “clean-ups” of ALA’s membership database. Errors related to duplicate records or resulting from member-type conversions (e.g., from Student to Regular membership status) that occurred over a number of years were removed from the database.

Figures for 2020 are unofficial.

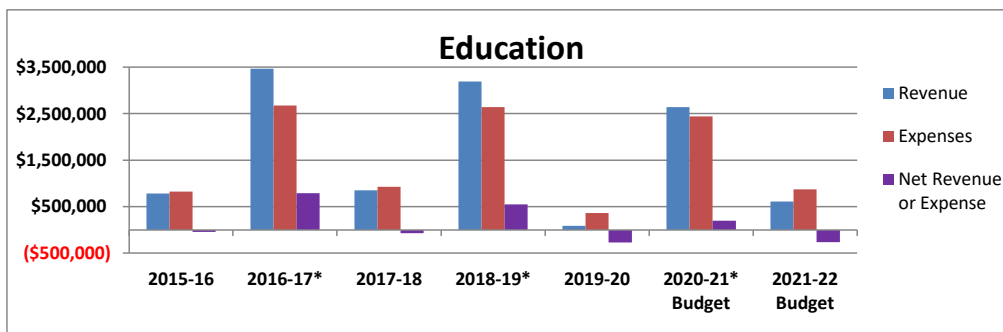
FIGURE 6
Budget Sources
Net Revenues by Major Budget Category



Year	2015-16	2016-17*	2017-18	2018-19*	2019-20	2020-21* Budget	2021-22 Budget
Revenue	\$638,368	\$638,573	\$609,906	\$598,848	\$559,529	\$354,335	\$553,312
Expenses	\$1,265,331	\$1,260,188	\$1,509,366	\$1,505,733	\$1,124,254	\$1,159,452	\$1,246,493
Net Revenue or Expense	(\$626,963)	(\$621,615)	(\$899,459)	(\$906,885)	(\$564,725)	(\$805,117)	(\$693,181)



Year	2015-16	2016-17*	2017-18	2018-19*	2019-20	2020-21* Budget	2021-22 Budget
Revenue	\$1,066,550	\$1,122,023	\$1,112,864	\$1,122,334	\$873,468	\$786,226	\$863,348
Expenses	\$853,622	\$822,190	\$923,936	\$958,184	\$827,117	\$758,659	\$799,315
Net Revenue or Expense	\$212,928	\$299,833	\$188,928	\$164,150	\$46,351	\$27,567	\$64,033



Year	2015-16	2016-17*	2017-18	2018-19*	2019-20	2020-21* Budget	2021-22 Budget
Revenue	\$782,420	\$3,465,272	\$854,426	\$3,189,671	\$91,360	\$2,641,549	\$609,749
Expenses	\$822,567	\$2,676,945	\$925,211	\$2,640,251	\$361,149	\$2,439,465	\$873,706
Net Revenue or Expense	(\$40,147)	\$788,326	(\$70,785)	\$549,420	(\$269,789)	\$202,084	(\$263,957)

NOTE: Varying amounts of actual Publications expenses are reflected as Membership Services expenses, depending on whether a subscription equivalent subvention was required for a membership perquisite serial (*C&RL* and *C&RL News*). These subventions included \$48,271, \$44,455, \$38,594, \$32,209, and \$35,603 for *C&RL* for the years from FY16–FY20, respectively, as well as \$35,531 and \$38,357 budgeted for *C&RL* in FY21 and FY22, and \$47,606 for *C&RL News* in FY20 and \$105,155 and \$25,064 budgeted for *C&RL News* in FY21 and FY22.

*ACRL Conference Year

	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Actual	Actual	Budget	Budget
3	Beginning Reserves						
4	Reserve Sept. 1: ACRL Operating	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,581,241	\$2,257,528
5	Reserve Sept. 1: ACRL LTIs	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$5,388,667
6	Reserve Sept. 1: CHOICE Operating	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,980	\$2,631,994	\$2,638,536
7	Reserve Sept. 1: CHOICE LTI	\$849,196	\$880,574	\$572,349	\$538,536	\$557,493	\$557,493
8	Total	\$11,454,522	\$12,281,840	\$11,885,689	\$11,376,356	\$11,294,394	\$10,842,223
9							
10	Revenues						
11							
12	Membership						
13	Dues	\$638,573	\$609,906	\$598,848	\$559,529	\$354,335	\$553,312
14	Standards, Licensing Fees	\$1,802	\$2,704	\$38,714	\$204	\$850	\$250
15	Advisory	\$82,350	\$27,050	\$33,490	\$73,975	\$42,500	\$42,500
16	Awards	\$16,300	\$17,450	\$20,750	\$13,036	\$19,600	\$0
17	Special Events	\$21,729	\$31,282	\$34,887	\$12,300	\$15,125	\$15,125
18	Diversity Alliance	\$17,450	\$25,500	\$29,930	\$14,000	\$27,090	\$27,500
19	Project Outcome	\$0	\$0	\$37,250	\$1,500	\$2,500	\$6,525
20	Subtotal	\$778,204	\$713,892	\$793,870	\$674,544	\$462,000	\$645,212
21							
22	Publications						
23	CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,485,767	\$2,382,519	\$2,242,842
24	C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$15,700	\$12,640
25	C&RL News	\$648,554	\$569,964	\$613,958	\$464,730	\$400,932	\$410,832
26	RBM	\$34,661	\$22,871	\$29,870	\$27,365	\$26,907	\$23,756
27	Nonperiodical Publications	\$288,126	\$388,475	\$338,897	\$275,831	\$262,290	\$266,120
28	Library Statistics	\$129,540	\$116,797	\$123,554	\$86,561	\$120,397	\$150,000
29	Subtotal	\$4,062,517	\$3,926,148	\$3,643,197	\$3,359,235	\$3,208,745	\$3,106,190
30							
31	Education						
32	Institutes & Liscensed Workshops	\$277,048	\$421,728	\$308,921	\$39,305	\$295,780	\$350,850
33	ACRL Conference	\$2,815,296	\$36,635	\$2,549,663	(\$39,552)	\$2,067,620	(\$24,000)
34	Preconferences & RBMS Conference	\$238,601	\$265,297	\$223,245	\$7,160	\$185,971	\$185,971
35	Annual Conference & MW Programs	\$16,300	\$19,350	\$14,000	\$500	\$16,000	\$16,000
36	Web-CE	\$118,027	\$121,416	\$103,698	\$84,217	\$76,178	\$80,928
37	Subtotal	\$3,465,272	\$864,426	\$3,199,528	\$91,630	\$2,641,549	\$609,749
38							
39	Special Programs						
40	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$0	\$8,206	\$30,640	TBD
41	Friends of ACRL-Operating	\$2,500	\$0	\$0	(\$173)	\$0	\$0
42							
43	Post-approval Budget Change: Classified Ads	N/A	N/A	N/A	N/A	(\$40,000)	N/A
44							
45	Total Revenues						
46	Total Revenues ACRL	\$5,367,999	\$2,691,183	\$5,115,731	\$1,639,469	\$3,889,775	\$2,118,309
47	Total Revenues CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,485,767	\$2,382,519	\$2,242,842
48	Total Revenues ACRL & Choice	\$8,305,994	\$5,504,466	\$7,636,595	\$4,125,409	\$6,312,294	\$4,361,151
49							

	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Actual	Actual	Budget	Budget
50	Expenses						
51							
52	Membership						
53	Membership Services*	\$157,152	\$200,336	\$49,671	(\$30,473)	\$28,130	(\$15,211)
54	Exec. Cttee. & Board	\$190,578	\$212,181	\$232,282	\$190,825	\$144,926	\$204,434
55	Advisory	\$111,170	\$100,632	\$60,706	\$96,548	\$52,844	\$56,136
56	Standards Distribution	\$10,190	\$15,293	\$8,592	\$1,053	\$3,753	\$10,719
57	Awards	\$38,163	\$47,571	\$48,676	\$41,038	\$48,160	\$28,220
58	Chapters	\$10,417	\$27,541	\$18,636	\$17,287	\$18,897	\$31,387
59	Committees	\$109,318	\$153,752	\$134,130	\$137,392	\$120,872	\$151,213
60	Sections	\$94,308	\$128,865	\$117,292	\$130,178	\$110,169	\$125,974
61	C&RL Over Revenue	\$44,455	\$38,594	\$32,209	\$35,603	\$35,531	\$38,357
62	C&RL News Over Revenue	\$0	\$0	\$0	\$47,606	\$105,155	\$25,064
63	Liaisons to Higher Ed. Organizations	\$51,730	\$43,951	\$41,205	\$25,803	\$28,838	\$33,662
64	Special Events	\$32,306	\$36,513	\$40,849	\$12,107	\$20,955	\$22,284
65	Information Literacy	\$51,071	\$37,333	\$44,503	\$10,493	\$8,076	\$51,999
66	Scholarly Communications	\$71,476	\$119,856	\$155,076	\$87,024	\$77,871	\$115,999
67	Value of Academic Libraries	\$110,646	\$118,069	\$57,851	\$31,246	\$34,977	\$45,581
68	Government Relations	\$36,459	\$56,668	\$42,629	\$35,495	\$32,472	\$44,731
69	Scholarships	\$81,270	\$40,845	\$82,580	\$2,500	\$102,000	\$37,000
70	Annual Conference Programs	\$43,920	\$35,012	\$41,123	\$26,389	\$49,080	\$41,757
71	New Roles & Changing Landscapes	\$0	\$13,896	\$7,236	\$16,532	\$7,731	\$23,965
72	Diversity Alliance	\$16,429	\$32,770	\$42,920	\$15,152	\$55,578	\$68,668
73	Project Outcome	\$0	\$49,690	\$247,565	\$194,456	\$73,437	\$104,554
74	Subtotal	\$1,261,058	\$1,509,368	\$1,505,733	\$1,124,254	\$1,159,452	\$1,246,493
75							
76	Publications						
77	CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,425,753	\$2,375,977	\$2,487,276
78	C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$15,700	\$12,640
79	C&RL News	\$429,039	\$487,139	\$550,606	\$464,730	\$400,932	\$410,832
80	RBM	\$32,744	\$21,400	\$19,622	\$22,066	\$19,579	\$21,656
81	Nonperiodical Publications	\$256,695	\$330,329	\$223,970	\$262,137	\$236,141	\$247,143
82	Library Statistics	\$82,569	\$70,310	\$147,932	\$59,202	\$80,383	\$107,044
83	Subtotal	\$3,877,448	\$3,869,220	\$3,657,038	\$3,252,870	\$3,128,712	\$3,286,591
84							
85	Education						
86	Institutes & Liscensed Workshops	\$279,929	\$367,138	\$293,394	\$92,101	\$303,136	\$338,021
87	ACRL Conference	\$2,166,094	\$238,096	\$2,093,753	\$155,844	\$1,908,030	\$283,106
88	Preconferences & RBMS Conference	\$179,508	\$243,900	\$203,473	\$53,364	\$173,716	\$181,893
89	Web-CE	\$51,415	\$76,078	\$49,631	\$59,841	\$54,583	\$70,686
90	Subtotal	\$2,676,945	\$925,212	\$2,640,251	\$361,149	\$2,439,465	\$873,706
91							
92	Special Programs						
93	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$67,820	\$8,206	\$60,000	\$60,000
94	Friends of ACRL-Operating	\$60,245	\$65,357	\$129,998	\$57,532	\$118,987	\$48,282
95	Subtotal	\$126,315	\$55,620	\$197,818	\$65,738	\$178,987	\$108,282
96							
97	Post-approval Budget Change: Travel & Meeting	N/A	N/A	N/A	N/A	(\$257,151)	N/A
98							
99	Total Expenses						
100	Total Expenses ACRL	\$4,820,438	\$3,423,873	\$5,234,167	\$2,370,053	\$4,213,488	\$2,967,796
101	Total Expenses CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,425,753	\$2,375,977	\$2,487,276
102	Total Expenses ACRL & Choice	\$7,875,696	\$6,369,157	\$7,933,021	\$4,795,806	\$6,846,616	\$5,455,072
103							

	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Actual	Actual	Budget	Budget
104	Nets						
105	Total Net ACRL	\$547,562	(\$732,690)	(\$118,436)	(\$730,584)	(\$323,713)	(\$849,487)
106	Total Net Choice	(\$114,764)	(\$132,001)	(\$177,990)	\$60,014	\$6,542	(\$244,434)
107							
108	Membership Net	(\$482,854)	(\$795,476)	(\$711,863)	(\$449,711)	(\$697,452)	(\$601,281)
109	Publications Net (without Choice)	\$299,833	\$188,929	\$164,150	\$46,351	\$73,491	\$64,033
110	Education Net	\$788,327	(\$60,786)	\$559,276	(\$269,519)	\$202,084	(\$263,957)
111							
112	Operating Transfers						
113	ACRL	(\$250,000)	(\$525,000)	\$0	\$157,096	\$135,000	\$135,000
114	Choice	\$40,539	\$525,000	(\$176,324)	\$43,987	\$0	\$0
115							
116	LTI Transfers, Gains, Losses						
117	ACRL	\$362,143	\$776,761	(\$2,770)	\$569,651	(\$135,000)	(\$135,000)
118	Choice	\$31,378	(\$308,226)	(\$33,813)	\$62,944	TBD	TBD
119							
120	Ending Reserves						
121	ACRL Mandated Operating Reserve	\$886,316	\$933,236	\$989,273	\$1,028,604	\$1,060,695	\$952,599
122	Reserve Aug 31: ACRL Operating	\$4,686,947	\$3,430,256	\$3,311,824	\$2,581,241	\$2,257,528	\$1,408,041
123	Reserve Aug 31: ACRL LTIs	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$5,388,667	\$5,253,667
124	Reserve Aug 31: CHOICE Operating	\$2,573,834	\$2,926,294	\$2,571,979	\$2,631,994	\$2,638,536	\$2,394,102
125	Reserve Aug 31: CHOICE LTI	\$880,574	\$572,348	\$538,536	\$557,493	\$557,493	\$557,493
126	Total	\$12,321,379	\$11,885,684	\$11,376,356	\$11,294,394	\$10,842,223	\$9,613,302

	A	B	C	D	E	F	G	H	I
1	General & Administrative 0000								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3		Revenues	\$0	\$0	\$0	\$0	\$0		\$0
4									
5	5000	SALARIES & WAGES	(2,208)	(1,780)	(4,872)	1,350	0	Salaries: Memo only; will be allocated to programs at year end.	\$7,749
6	5001	WAGES/TEMPORARY EMPLOYEES			2,195				
7	5002	OVERTIME WAGES	2,180	1,780	2,607	0	1,500	Anticipated overtime for ALA Conferences plus 15% benefits. Adjusted based on actual.	\$1,500
8	5005	ATTRITION FACTOR				0	0		\$0
9	5009	ACCRUED VACATION WAGES				0	0		\$0
10	5010	EMPLOYEE BENEFITS	(0)	0	(0)	426	349,887	Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end.	\$2,580
11	5011	LIFE INSURANCE				0	0		\$0
12	5012	DISABILITY INSURANCE				0	0		\$0
13	5013	WORKERS COMP INSURANCE				0	0		\$0
14	5014	ANNUITY/EMPLOYER CONTRIBUTION				0	0		\$0
15	5015	TUITION REIMBURSEMENT				0	0		\$0
16	5016	PROFESSIONAL MEMBERSHIPS	2,052	3,022	1,094	2,480	2,000	ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$370), AFP (\$370). Reduced based on past actuals.	\$2,000
17	5019	HEALTH INSURANCE				0	0		\$0
18	5020	FICA/EMPLOYER CONTRIBUTION				0	0		\$0
19	5021	UNEMPLOYMENT COMPENSATION TAX				0	0		\$0
20	5032	RELOCATION EXPENSE							
21	5040	POST RETIREMENT BENEFITS							
22	5041	BLUE CROSS REFUND							
23	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	2,500		\$2,500

	A	B	C	D	E	F	G	H	I
1	General & Administrative 0000								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
24	5110	PROFESSIONAL SERVICES	28			0	0		\$0
25	5120	LEGAL FEES				0	0		\$0
26	5121	AUDIT/TAX FEES				0	0		\$0
27	5122	BANK S/C				0	0		\$0
28	5130	LOBBYING / CONSULTING							
29	5140	EQUIP/FURN REPAIRS			49	100	100	Shared	\$100
30	5141	MAINTENANCE AGREEMENTS							
31	5150	MESSENGER SERVICE	136	371	83	300	300	Messenger service	\$300
32	5151	DUPLICATION/OUTSIDE				0			
33	5210	TRANSPORTATION	4,677	7,972	3,918	6,000	4,300	Travel expenses for ED to meet with non-liaison associations, potential donors, governmental agencies and to conduct association business (Choice site visit); 1 flight at (\$400); and local transportation \$100 each trip. For FY22, removed \$2,300 for travel to IFLA. Staff travel for association business.	\$500
34	5212	LODGING & MEALS	6,915	4,901	1,815	4,800	3,400	Lodging and meals for ED when on business for association; avg 1 night each (\$250 sleeping room, internet, taxes) and meals for ED (\$50 per diem) avg 2 days each. Removed \$2,000 for ED IFLA attendance.	\$350
35	5214	ENTERTAINMENT			128	0	0		\$0
36	5216	BUSINESS MEETINGS	1,019	826	420	1,000	750	Business meetings and registration fees.	\$750
37	5219	UNALLOCATED AMERICAN EXPRESS							
38	5300	FACILITIES RENT				0	0		\$0
39	5301	CONFERENCE EQUIPMENT RENTAL	603			100	100	Conference equipment rental	\$100
40	5302	MEAL FUNCTIONS	1,253	1,256	1,612	1,000	1,000	Meal Functions - Group meals Executive Director hosts to conduct association business during travel.	\$1,000
41	5303	EXHIBITS				0	0	Exhibits in 3200	\$0
42	5304	SPEAKER/GUEST EXPENSE				0	0		\$0
43	5305	SPEAKER/GUEST HONORARIUM				0	0		\$0
44	5306	AWARDS			0	0	0		\$0
45	5307	SECURITY SERVICES				0	0		\$0
46	5308	SPECIAL TRANSPORTATION				0	0		\$0
47	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0		\$0
48	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
49	5350	PROGRAM ALLOCATION		0	(400)	0	0		\$0
50	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
51	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	Typesetting for ACRL letterhead, envelopes, business cards, etc.	\$0
52	5402	PRINTING-OUTSIDE	2,224	852	1,512	2,000	1,600	Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300	\$1,600
53	5403	BINDING-OUTSIDE				0	0	-Share of ACRL Briefing Book (1/3 of \$700)	\$0
54	5404	DESIGN SERVICE-OUTSIDE				0	0	Design service	\$0
55	5406	REVIEW SERVICE				0	0		\$0
56	5410	MAIL SERVICE-OUTSIDE	225			0	0		\$0
57	5411	ADVERTISING/SPACE				0	0	Advertising/space for recruitment	\$0

	A	B	C	D	E	F	G	H	I
1	General & Administrative 0000								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
58	5412	ADVERTISING/DIRECT				0	0		\$0
59	5413	MAIL LIST RENTAL				0	0		\$0
60	5414	SUPPLIES/PRODUCTION			345	0	0		\$0
61	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE				0	0		\$0
62	5416	ADVERTISING PRODUCTION COST				0	0		\$0
63	5420	COPYRIGHT FEES				0	0	General Copyright Fees	\$0
64	5430	WEB OPERATING EXPENSES	3,120	710	1,749	6,076	4,000	Domain name fees for acrl.org and acrllog.xxx (\$300); bulk email provider (now provided by ALA); survey software subscription (SurveyMonkey or other \$1,008); Zoom (\$2,184 = Zoom Pro at \$72/mo and Pro Webinar at \$2,040/mo).	\$4,212
65	5431	WEBINAR/WEBCASTS/WEB CE EXP			72	0	0		\$0
66	5432	PURCHASED INVENTORY				0	0		\$0
67	5433	ORDER PROCESSING/FULFILLMENT				0	0		\$0
68	5480	COST OF SALES				0	0		\$0
69	5490	INVENTORY ADJUSTMENT				0	0		\$0
70	5499	INVENTORY RESERVE ADJUSTMENT				0	0		\$0
71	5030	STAFF RECRUITMENT/RELOCATION	712			0	0		\$0
72	5031	STAFF DEVELOPMENT	15,075	17,520	16,191	18,000	17,000	Staff Development for area workshops and seminars; 1.5% of staff salaries and the \$10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance. Reduced by \$2K for FY22.	\$15,000
73	5500	SUPPLIES/OPERATING	2,355	3,041	1,105	3,500	3,000	Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations.	\$3,000
74	5501	EQUIPMENT & SOFTWARE/MINOR	3,098	2,239	6,831	3,000	7,717	Minor equipment and computer software costing. Est. financial software licenses: \$2,500. Volunteer system: \$1,500. Adobe Creative Cloud Suite: \$3717.	\$7,717
75	5502	REFERENCE MATERIAL/PERIODICALS				100	0	Reference materials and subscriptions to professional journals.	\$0
76	5510	INSURANCE				0	0		\$0
77	5520	EQUIPMENT RENTAL/LEASE				0	0		\$0
78	5521	SPACE RENT				0	0		\$0
79	5522	TELEPHONE/FAX	734	791	996	800	770	Reimbursement for Remote Access at ALA MW & AC. MW: 3 staff * 35 = \$105. AC: 5 staff * 35 = \$175. ED cell reimbursement: 12 * 35 = \$420.	\$700
80	5523	POSTAGE/E-MAIL	10	1,759	603	100	1,000	Postage	\$1,000
81	5525	UTILITIES				0	0		\$0
82	5530	DEPRECIATION F/E	0	0	(0)	1,000	1,000	Depreciation	\$1,000
83	5531	DEPRECIATION BUILDING				0	0		\$0
84	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0		\$0
85	5533	DO NOT USE N/S Intangible Assets							
86	5540	ROYALTY EXPENSE	230	51		0	0		\$0
87	5541	COLLECTION EXPENSE							
88	5543	BAD DEBT EXPENSE				0	0		\$0
89	5544	INTEREST EXPENSE				0	0		\$0
90	5545	TAXES/PROPERTY				0	0		\$0
91	5550	PROMOTION				0	0		\$0
92	5560	ORG SUPPORT/CONTRIBUTION	5,000			0	0	ACRL contribution to the LTI fund shown on Exec. Summary. No planned transfer from operating to LTI for FY22.	\$0
93	5599	MISC EXPENSE	(59,111)	(49,602)	(42,522)	(60,424)	(54,452)	Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix	(\$67,174)

	A	B	C	D	E	F	G	H	I
1	General & Administrative 0000								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
94								Reverse out charges to projects (memo includes CHOICE amount)	
95								-\$67,611	
96	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
97	5901	IUT/CPU				0	0		\$0
98	5902	IUT/DATA PROC				0	0		\$0
99	5903	IUT/SUBS PROC				0	0		\$0
100	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
101	5905	IUT/TELEPHONE	2,163	1,826	1,553	2,000	0	IUT telephone; ALA moving to VoIP	\$0
102	5906	IUT/ORDER BILLING				0	0		\$0
103	5908	IUT/MAINTENANCE				0	0		\$0
104	5909	IUT/DIST CTR	532	688	552	750	750	IUT distribution	\$750
105	5910	IUT/REPRO CTR	6,979	1,777	2,367	2,500	2,000	IUT reprographics	\$2,000
106	5912	IUT-Copyediting/Proofreading				0	0		\$0
107	5913	IUT-Composition/Alteration				0	0		\$0
108	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
109	5941	IUT/CHOICE				(12,726)	(8,710)	Transfer from CHOICE	\$10,766
110	5942	IUT/ADVERTISING				0	0		\$0
111	5999	IUT/MISC				0	0		\$0
112	5911	IUT/OVERHEAD				0	0		\$0
113	5998	IUT/ALLOCATIONS				0	0		\$0
114	5600	TAXES/INCOME							
115	Expenses		(0)	0	0	(15,768)	341,512		\$0
116									
117	Net		0	(0)	(0)	15,768	(341,512)		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Membership FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
3	4000	DUES/PERSONAL	\$635,258	\$606,636	\$595,758	\$532,441	\$295,672	<p>Personal memberships for FY21 are expected to total 8,167 (but only 7,967 are dues paying members in FY22). As a conference year also affected by the COVID-19 pandemic, FY21 personal membership is projected to decrease 7% from FY19. Students represent 10.7% (852) of personal (paying) members and retired members represent 3.6% (294). Total cash receipts: (6,828 x \$68 = \$464,304) + (294 x \$44 = \$12,936) + (852 x \$5 = \$4,260) = \$481,500. This is the number used to calculate FY21 deferred revenue which appears in the first quarter of FY22. Four of the 12 months of 2021 are part of FY22 (Sept.-Dec.). Therefore, 95% of 4/12 of the 2021 dues are deferred in FY20 (.335 x \$481,500) = \$161,336.</p> <p>Personal memberships in FY2022 are expected to increase over the FY21 level by 5% to 8,575 (of which 8,375 are paying members). Total cash receipts: (7,177 x \$69 = \$495,239) + (302 x \$45 = \$13,590) + (896 x \$5 = \$4,481) = \$513,309. Eight of the 12 months of 2021 are part of FY2022 (Jan.-Aug.). Therefore, 8/12 (or .667) of the 2021 dues are recognized in FY2021 (the rest, or 4/12 (or.333), is deferred: 8/12 of \$513,309 = \$342,377.</p>	\$479,648
4	4001	DUES/ORGANIZATIONAL				\$75,660	\$55,648	<p>Organizational members for 2021 are expected to decline 7% from FY20 to 564 (564 x \$125 = \$70,500). Four months (Sept.-Dec. 2021) are part of FY2022. 4/12 of \$70,500 = \$23,477.</p> <p>Organizational members for 2022 are expected to increase by 5% (28) over 2021 to 592. Total cash receipts: 592 X \$125 = \$74,025. Eight of the 12 months of 2022 are part of FY22 (Jan.-Aug.). Therefore, 8/12 (or .667) of the dues are recognized in FY22 (the rest or 4/12 [or .333] are deferred to FY23) 8/12 of \$74,025 = \$49,375.</p>	\$70,649
5	4002	DUES/SPECIAL				\$0	\$0	Special Member Dues, based on 2019 actual	\$0
6	4003	DUES/LIFE MEMBERS-CURRENT	\$3,195	\$3,150	\$2,985	\$3,063	\$2,910	Life member dues revenues. In August 2022, life dues are expected to total \$2,910 which is a 2.5% decrease from FY19.	\$2,910
7	4004	DUES/CNTNUNG MBRS & DIV TRFR	\$120	\$120	\$105	\$120	\$105	Continuing members dues revenues. In August 2022, continuing member dues are expected to total \$105 which no change from FY19.	\$105
8	4100	SALES/BOOKS				\$0	\$0		\$0
9	4429	OVRRD-EXMPT REVENUE/DIVISIONS				\$0	\$0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Membership FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
10	4430	MISCELLANEOUS FEES	\$0			\$0	\$0		\$0
11	4490	MISCELLANEOUS REVENUE				\$0	\$0		\$0
12	TOTAL REVENUES		\$638,573	\$609,906	\$598,848	\$611,284	\$354,335	\$0	\$553,312
13									
14	5000	SALARIES & WAGES	\$47,110	\$57,764	\$59,484	\$65,814	\$52,800	Salaries calculated % of ACRL total salaries detailed in the salary matrix	\$55,717
15	5001	WAGES/TEMPORARY EMPLOYEES							
16	5002	OVERTIME WAGES				\$0			
17	5005	ATTRITION FACTOR				\$0	\$0		\$0
18	5009	ACCRUED VACATION WAGES				\$0	\$0		\$0
19	5010	EMPLOYEE BENEFITS	\$14,395	\$17,329	\$18,303	\$20,773	\$17,602	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$18,551
20	5110	PROFESSIONAL SERVICES	\$43,429	\$54,740	\$24,222	\$5,000	\$16,800		\$0
21	5120	LEGAL FEES				\$0	\$0		\$0
22	5121	AUDIT/TAX FEES				\$0	\$0		\$0
23	5122	BANK S/C	\$15,624	\$13,420	\$14,383	\$12,226	\$10,276	Bank service fees (2.9% of dues)	\$16,046
24	5130	LOBBYING / CONSULTING							
25	5302	MEAL FUNCTIONS	\$4,722	\$4,206	\$9,793	\$4,465	\$8,000	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	\$1,250
26	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				\$0	\$0		\$0
27	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				\$0	\$0		\$0
28	5350	PROGRAM ALLOCATION	\$20,352	\$37,605	\$37,594	\$10,000	\$47,000	Strategic initiatives (\$15,000) Three Emerging Leader sponsorship (\$1,000 x 3 = \$3,000)	\$18,000
29	5400	EDITORIAL/PROOFREADING/OUTSIDE				\$0	\$0		\$0
30	5401	TYPESETTING/COMPOSITION-OUTSD				\$0	\$0		\$0
31	5402	PRINTING-OUTSIDE	\$4,421	\$3,703	\$4,764	\$4,500	\$4,500	Outside printing of C&RL News wraps (new, reinstated, lapsing members); based on historical figures	\$4,500
32	5430	WEB OPERATING EXPENSES	\$1,199	\$89	\$0	\$0	\$0		\$0
33	5500	SUPPLIES/OPERATING	\$1,238	\$6,298	\$1,228	\$200	\$1,250		\$500

	A	B	C	D	E	F	G	H	I
1	ACRL Membership FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
34	5521	SPACE RENT				\$0	\$0		\$0
35	5522	TELEPHONE/FAX				\$0	\$0		\$0
36	5523	POSTAGE/E-MAIL				\$0	\$550	Postage (based on FY19 actual)	\$550
37	5545	TAXES/PROPERTY				\$0	\$0		\$0
38	5550	PROMOTION				\$0	\$0		\$0
39	5560	ORG SUPPORT/CONTRIBUTION				\$0	\$0	Long-term investment fund interest (Proj 3657) to fund strategic initiatives. Note: at request of ALA Finance, this now shown in 5904.	\$0
	5599	MISC EXPENSE	\$2,944	\$2,377	\$2,153	\$3,044	\$2,817	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$3,140
40	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
42	5901	IUT/CPU				\$0	\$0		\$0
43	5902	IUT/DATA PROC	\$360	\$405	\$405	\$405	\$405	IUT-data processing (mailing labels for C&RL News wraps) (Based on FY18 actual)	\$405
44	5903	IUT/SUBS PROC				\$0	\$0		\$0
45	5904	TRANSFER TO/FROM ENDOWMENT			-\$125,000	-\$157,096	-\$135,000	Payout approved by the ALA Board of the interest/appreciation/dividends/contributions from ACRL's LTI calculated as five percent of the average of the previous twenty quarters. This number will be updated in February when payouts are approved by the Endowment Trustees.	(\$135,000)
	5905	IUT/TELEPHONE				\$0	\$0	IUT-telephone (based on FY19 actual)	\$0
47	5906	IUT/ORDER BILLING				\$0	\$0		\$0
48	5908	IUT/MAINTENANCE				\$0	\$0		\$0
49	5909	IUT/DIST CTR	\$346	\$355	\$547	\$355	\$550	IUT-distribution (based on FY19 actual)	\$550
50	5910	IUT/REPRO CTR	\$784	\$159	\$576	\$160	\$580	IUT-reprographics (based on FY19 actual)	\$580
51	5912	IUT-Copyediting/Proofreading				\$0	\$0		\$0
52	5600	TAXES/INCOME							
53	Expenses		\$156,923	\$198,449	\$48,452	-\$30,154	\$28,130		(\$15,211)
54									
55	Net		\$481,650	\$411,457	\$550,396	\$641,438	\$326,205		\$568,523

	A	B	C	D	E	F	G	H	I
1	ACRL Board/Exec. Ctte.		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4490	MISCELLANEOUS REVENUE				0	0		\$0
4	Revenues		0	0	0	0	0		\$0
5									
6	5000	SALARIES & WAGES	71,685	92,253	85,020	97,548	75,555	Salaries calculated at % of total ACRL salaries as shown in salary matrix.	\$89,710
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES				0			
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	21,905	27,674	26,191	30,790	25,188	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$29,869
12	5011	LIFE INSURANCE							
13	5041	BLUE CROSS REFUND							
14	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
15	5110	PROFESSIONAL SERVICES	12,573	9,348	33,250	10,000	3,000	SPOS Facilitator \$3,000	\$3,000
16	5120	LEGAL FEES				0	0		\$0
17	5121	AUDIT/TAX FEES				0	0		\$0
18	5122	BANK S/C				0	0		\$0
19	5130	LOBBYING / CONSULTING							
20	5140	EQUIP/FURN REPAIRS				0	0		\$0
21	5141	MAINTENANCE AGREEMENTS							
22	5150	MESSENGER SERVICE	274	557	629	700	700	Shipping of Board documents to conference. 1/3 of briefing book shipment. Shipment to MW and AC \$200 x 2 = \$400	\$700
23	5151	DUPLICATION/OUTSIDE				0			
24	5210	TRANSPORTATION	17,045	21,807	18,202	16,700	2,800	<p>Total transportation expenses for the SPOS, President and ED liaison travel, and President-Elect and ED training at ASAE.</p> <p>SPOS (Chicago): 13 Board members air travel + 1 facilitator+ 8 committee chairs/vice-chairs 22 ppl X \$450 (\$400 flight, \$50 for luggage fees) = \$9,900. Local ground transportation 22 X \$50 = \$1,100. Reimbursements for mileage to airport and airport parking/staff local travel as needed. 22 ppl x \$50 = \$1,100. (\$12,100 total)</p> <p>ARL/CNI/ACLS for ACRL Board President and Executive Director. 6 air travel trips at \$300 plus \$50 for luggage fees = \$2,800. Local ground transportation, mileage and parking reimbursement 6 trips x \$100 = \$600. (\$2,700 total)</p> <p>ASAE: Air travel for Executive Director and President elect to attend meeting. 2 ppl x (\$400 per flight) = \$800. Local transporation: 2 ppl x \$50 = \$100. Reimbursement for mileage and parking: 2 ppl x \$50 = \$100. (\$1,000 total)</p>	\$15,800

	A	B	C	D	E	F	G	H	I
1	ACRL Board/Exec. Cttee. FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
			23,409	20,136	23,333	31,050	13,925	Total lodging and per diem reimbursement expenses for SPOS, President and ED liaison travel, President-Elect and ED training at ASAE, and ACRL Board Presidential Suite at ALA Annual. SPOS: 30 ppl @ 90 total room nights X \$195 = \$17,550. Meal reimbursement 30 x 2 x \$50 per diem = \$3,000. (\$20,550 total) ARL/CNI/ACLS for President and ED: 6 trips x 2 nights ea. x \$250 = \$4,000. Meal reimbursement: 6 trips x 3 days x \$50 per diem = \$1,200. (\$3,900 total) ASAE: Pres Elect & ED: 2 ppl x at 3 nights at \$250 each = \$1,500. Meal Reimbursement: 2 ppl x 4 days x \$50 per diem = \$400. (\$1,900 total) ACRL suite at AC: \$340/night/5 nights = \$1,700	\$28,050
25	5212	LODGING & MEALS							
26	5214	ENTERTAINMENT				0	0		\$0
27	5216	BUSINESS MEETINGS	1,990	1,990	2,429	2,095	2,095	Registration fees for ASAE symposium	\$2,095
28	5219	UNALLOCATED AMERICAN EXPRESS					0		\$0
29	5300	FACILITIES RENT				0	0	SPOS facility rental. Included in hotel contract (tent.).	\$0
30	5301	CONFERENCE EQUIPMENT RENTAL	6,823	4,353	2,050	5,650	1,650	SPOS: Wifi, projector, flip charts/easels, laptop, six extension cords, labor costs, taxes, service fee & delivery fee: SPOS total = \$5,500	\$5,500
31	5302	MEAL FUNCTIONS	27,078	23,684	36,236	22,881	14,471	Board meals @ AC: AC Board orientation catered breakfast for 10 ppl @ \$50 ea = \$500. Optional group dinner 15 ppl @ \$45 person = \$600. Board lunch in the suite 16 ppl @ \$75 ea = \$1,200. \$150 for ED and Pres Inaugural banquet tickets. (\$2,525 total) Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. SPOS meals at hotel plus social event. Wed: catered breakfast for 10 ppl @ \$40 ea = \$400; catered lunch for 10 ppl @ \$68 ea = \$680; 2 catered break for 32 ppl @ \$25 ea = \$1,600; group dinner and event for 32 ppl @ \$75 per person = \$2,400. Thurs: catered breakfast and break for 32 ppl @ \$40 ea = \$1,280; catered lunch for 32 ppl @ \$68 ea = \$2,176; 2 catered break for 32 ppl @ \$25 ea = \$1,600; group dinner w activity tbd for 32 ppl @ \$140 = \$4,480. Fri: catered breakfast for 32 ppl @ \$40 ea = \$1,280; catered lunch for 32 ppl @ \$68 ea = \$2,176, catered break for 32 ppl @ \$25 ea = \$800. (\$18,872 total)	\$22,647

	A	B	C	D	E	F	G	H	I
1	ACRL Board/Exec. Cttee.		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
32	5303	EXHIBITS				0	0		\$0
33	5304	SPEAKER/GUEST EXPENSE				0	0	President's Program speaker expenses (\$4,000) (now reflected in Project 3835)	\$0
34	5305	SPEAKER/GUEST HONORARIUM				0	0	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)	\$0
35	5306	AWARDS				0	0		\$0
36	5307	SECURITY SERVICES				0	0		\$0
37	5308	SPECIAL TRANSPORTATION				0	0		\$0
38	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)	\$0
39	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
40	5350	PROGRAM ALLOCATION	397		139	100	100	Board program expenses. Leadership Council moved to 5212.	\$100
41	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
42	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
43	5402	PRINTING-OUTSIDE	263	162	170	333	333	Printing-outside- 1/3 share of \$700 ACRL Briefing Book Business cards for ACRL Presidents-\$100	\$333
44	5403	BINDING-OUTSIDE				0	0		\$0
45	5414	SUPPLIES/PRODUCTION				0	0		\$0
46	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE				0	0	Board photos	\$0
47	5416	ADVERTISING PRODUCTION COST				0	0		\$0
48	5420	COPYRIGHT FEES				207	207	HBR article copyright fees for Board orientation packet. \$207	\$207
49	5430	WEB OPERATING EXPENSES	1,149	1,684	0	0	0	Zoom license fees moved to 0000.	\$0
50	5431	WEBINAR/WEBCASTS/WEB CE EXP			0	0	0		\$0
51	5031	STAFF DEVELOPMENT				0	0		\$0
52	5500	SUPPLIES/OPERATING	1,185	1,173	850	750	750	Supplies for Leadership Council (\$200), five Board meetings, and gifts for departing Board members.	\$1,200
53	5501	EQUIPMENT & SOFTWARE/MINOR				0	0		\$0
54	5502	REFERENCE MATERIAL/PERIODICALS				0	0	Reference Materials	\$0
55	5510	INSURANCE				0	0		\$0
56	5520	EQUIPMENT RENTAL/LEASE				0	0		\$0
57	5521	SPACE RENT				0	0		\$0
58	5522	TELEPHONE/FAX				0	0		\$0
59	5523	POSTAGE/E-MAIL				0	0		\$0
60	5525	UTILITIES				0	0		\$0
61	5530	DEPRECIATION F/E	310	310	579	0	0		\$0
62	5531	DEPRECIATION BUILDING				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Board/Exec. Cttee.		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
63	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
64	5599	MISC EXPENSE	4,479	3,796	3,116	4,657	4,032	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$5,055
65	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
66	5901	IUT/CPU				0	0		\$0
67	5902	IUT/DATA PROC				0	0	IUT-Data Processing	\$0
68	5903	IUT/SUBS PROC				0	0	Salaries calculated at % of total ACRL salaries as shown in salary matrix.	\$0
69	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
70	5905	IUT/TELEPHONE				0	0	IUT-Telephone	\$0
71	5906	IUT/ORDER BILLING				0	0		\$0
72	5908	IUT/MAINTENANCE				0	0		\$0
73	5909	IUT/DIST CTR	9		68	20	20	IUT-Distribution	\$68
74	5910	IUT/REPRO CTR	2	3,253	21	100	100	IUT-Reprographics	\$100
75	5912	IUT-Copyediting/Proofreading				0	0		\$0
76	5913	IUT-Composition/Alteration				0	0		\$0
77	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
78	5941	IUT/CHOICE				0	0		\$0
79	5942	IUT/ADVERTISING				0	0		\$0
80	5999	IUT/MISC				0	0		\$0
81	5911	IUT/OVERHEAD				0	0		\$0
82	5998	IUT/ALLOCATIONS				0	0		\$0
83	5600	TAXES/INCOME							
84	Expenses		190,578	212,181	232,282	223,581	144,926		\$204,434
85									
86	Net		(190,578)	(212,181)	(232,282)	(223,581)	(144,926)		(\$204,434)

	A	B	C	D	E	F	G	H	I
1	ACRL Trends & Statistics FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4003	DUES/LIFE MEMBERS-CURRENT				0	0		\$0
4	4004	DUES/CNTNUNG MBRS & DIV TRFR				0	0		\$0
5	4100	SALES/BOOKS	85,111	43,222	56,609	43,120	38,916		\$0
6	4600	ASSETS RELEASED FROM RESTRICTION				0	0		\$0
7	4601	RETURNS/CREDITS	(9,035)	(1,769)	(5,691)	(2,000)	(2,000)		\$0
8	4602	SALES/BOOKS-DISCOUNT	(863)	(41)		0	0		\$0
9	4101	SALES/PAMPHLETS				0	0		\$0
10	4102	SALES - AUDIOVISUAL				0	0		\$0
11	4103	SALES - ONLINE	52,333	75,385	72,188	116,117	83,034	ACRL Metrics subscribers (\$300 x 500) = \$150,000	\$150,000
12	4104	SALES/RENTL MAIL LISTS				0	0		\$0
13	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		\$0
14	4400	DONATIONS/HONORARIA				0	0		\$0
15	4420	INT/DIV				0	0		\$0
16	4421	ROYALTIES	1,993	0	447	0	447		\$0
17	4422	ENDOWMENT GAIN/LOSS-REALIZED							
18	4423	ENDWMNT GAIN/LOSS-UNREALIZED							
19	4429	OVRRD-EXMPT REVENUE/DIVISIONS				0	0		\$0
20	4430	MISCELLANEOUS FEES				0	0		\$0
21	4490	MISCELLANEOUS REVENUE				0	0		\$0
22	Revenues		129,540	116,797	123,554	157,237	120,397		\$150,000

	A	B	C	D	E	F	G	H	I
1	ACRL Trends & Statistics FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
23									
24	5000	SALARIES & WAGES	10,417	12,173	14,535	19,465	12,916	Salaries @ % of ACRL salaries per salary matrix	\$22,581
25	5001	WAGES/TEMPORARY EMPLOYEES							
26	5002	OVERTIME WAGES				0			
27	5009	ACCRUED VACATION WAGES				0	0		\$0
28	5010	EMPLOYEE BENEFITS	3,183	3,652	4,477	6,144	4,306	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$7,518
29	5032	RELOCATION EXPENSE							
30	5040	POST RETIREMENT BENEFITS							
31	5041	BLUE CROSS REFUND							
32	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
33	5110	PROFESSIONAL SERVICES	84,500	51,000	54,500	50,000	68,000	Professional Services - ESP (\$5,000); Survey Monkey (\$3,879); Azure (\$2,400); Proximo (\$3,712); Payback to PLA (\$21,500)	\$36,491
34	5120	LEGAL FEES				0	0		\$0
35	5121	AUDIT/TAX FEES				0	0		\$0
36	5122	BANK S/C	776	527	666	527	666	Bank service charge (based on FY19 actual)	\$666
37	5130	LOBBYING / CONSULTING							
38	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
39	5402	PRINTING-OUTSIDE	4,123	1,022	2,539	842	1,359	Outside printing –	
40	5403	BINDING-OUTSIDE		21	0	0	0		\$0
41	5414	SUPPLIES/PRODUCTION				0	0		\$0
42	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		23	38	23	38	Pre-Press/Photographic (FY19 actual)	\$38
43	5416	ADVERTISING PRODUCTION COST				0	0		\$0
44	5420	COPYRIGHT FEES				0	0	Copyright fees (FY18 actual)	\$0
45	5430	WEB OPERATING EXPENSES	5,000		15,131	30,000	30,000	Web hosting (AWS - \$3,000)	\$3,000
46	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0		\$0
47	5432	PURCHASED INVENTORY				0	0		\$0
48	5433	ORDER PROCESSING/FULFILLMENT	4,016	4,448	7,108	1,984	1,790	Transaction fee (4.6% x line 4100)	\$1,790
49	5480	COST OF SALES	19,868	10,237	69,307	12,936	11,675	Cost of sales, calculated as 30% of sales (line 4100)	\$11,675
50	5490	INVENTORY ADJUSTMENT	(74,642)	(32,319)	(37,556)	(50,865)	(69,397)	Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420	
51	5499	INVENTORY RESERVE ADJUSTMENT	4,794	1,488		1,035	934	Calculated as 2.4% of line 4100	\$934
52	5030	STAFF RECRUITMENT/RELOCATION				0	0		\$0
53	5522	TELEPHONE/FAX				0	0		\$0
54	5523	POSTAGE/E-MAIL	1,878	173	250	173	250	Postage (print edition discontinued)	\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Trends & Statistics FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
55	5530	DEPR/FURN & EQUIPMENT							
56	5540	ROYALTY EXPENSE				0	0	No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units	\$0
57	5541	COLLECTION EXPENSE							
58	5543	BAD DEBT EXPENSE	1,100	1,211	0	1,578	1,204	Bad debt (1% of gross revenues)	\$1,204
59	5544	INTEREST EXPENSE				0	0		\$0
60	5545	TAXES/PROPERTY				0	0		\$0
61	5550	PROMOTION				0	0		\$0
62	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
63	5599	MISC EXPENSE	651	502	527	913	689	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,272
64	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
65	5942	IUT/ADVERTISING				0	0		\$0
66	5999	IUT/MISC				0	0		\$0
67	5911	IUT/OVERHEAD	16,836	15,417	16,312	20,910	15,953	IUT-Overhead: 50 % ALA rate	\$19,875
68	5998	IUT/ALLOCATIONS				0	0		\$0
69	5600	TAXES/INCOME							
70	Expenses		82,499	69,574	147,833	95,665	80,383		\$107,044
71									
72	Net		47,040	47,222	(24,280)	61,572	40,014		\$42,956

	A	B	C	D	E	F	G	H	I
1	ACRL Advisory Services FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4429	OVRLD-EXMPT REVENUE/DIVISIONS				0	0		\$0
4	4430	MISCELLANEOUS FEES	0			0	0		\$0
			82,350	27,050	33,490	88,500	42,500	Revenue for consulting services: • 1 full external reviews x \$9500/review • 1 peer feedback on internal self-study reports x \$3000/peer review • 2 one-day strategic planning retreats x \$9000/retreat • 1 half-day facilitation retreats x \$3000/retreat • 1 one-day team building retreats x \$9000/retreat • 0 one-year strategic planning quarterly follow-ups x \$3000/follow-ups	\$42,500
5	4490	MISCELLANEOUS REVENUE							
6	Revenues		82,350	27,050	33,490	88,500	42,500		\$42,500
7									
8	5000	SALARIES & WAGES	39,653	50,047	15,582	14,821	13,033	Salaries: % of ACRL total salaries listed in the salary matrix; includes time spent on the ACRL Web site and responses to email and phone requests for information	\$15,450
9	5001	WAGES/TEMPORARY EMPLOYEES							
10	5002	OVERTIME WAGES				0			
11	5005	ATTRITION FACTOR				0	0		\$0
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	12,114	15,013	4,800	4,678	4,345	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,144
14	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
			43,500	26,825	34,255	81,475	27,200	Consultant Services • Consulting svcs manager \$9,000 • 1 full external reviews: 1 adjuncts x \$3000 (assumes 1 visit by staff) • 1 peer feedback on internal self-study reports: 1 adjuncts x \$1200 • 1 one-day strategic planning retreats: 2 adjuncts x \$3000 • 1 half-day facilitation retreats: 1 adjuncts x \$2000 • 1 one-day team building retreats: 2 adjuncts x \$3000 • 0 one-year strategic planning quarterly follow-ups: 0 adjuncts x \$1200	\$27,200
15	5110	PROFESSIONAL SERVICES							

	A	B	C	D	E	F	G	H	I
1	ACRL Advisory Services FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
16	5210	TRANSPORTATION	42	2,550	43	1,500	1,500	Nearly all travel will be paid by client. Budgeting for two new adjuncts for shadow/trial basis (we would assume costs and not charge back to client).	\$1,500
17	5212	LODGING & MEALS	(894)	72	902	300	300	Lodging & Meals	\$300
18	5501	EQUIPMENT & SOFTWARE/MINOR				0	0		\$0
19	5502	REFERENCE MATERIAL/PERIODICALS				0	0	Reference material	\$0
20	5560	ORG SUPPORT/CONTRIBUTION				(35,025)	0		\$0
21	5599	MISC EXPENSE	2,478	2,059	565	761	695	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$871
22	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
23	5905	IUT/TELEPHONE				0	0	Telephone (based on last year's actual)	\$0
24	5906	IUT/ORDER BILLING				0	0		\$0
25	5908	IUT/MAINTENANCE				0	0		\$0
26	5909	IUT/DIST CTR	5			0	0	Postage(based on last year's actual)	\$0
27	5910	IUT/REPRO CTR	41			40	40	Copying (based on last year's actual)	\$40
28	5999	IUT/MISC				0	0		\$0
29	5911	IUT/OVERHEAD	10,870	3,571	4,437	11,726	5,631	IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490).	\$5,631
30	5998	IUT/ALLOCATIONS				0	0		\$0
31	5600	TAXES/INCOME							
32	Expenses		107,809	100,136	60,584	80,276	52,744		\$56,136
33									
34	Net		(25,459)	(73,086)	(27,094)	8,224	(10,244)		(\$13,636)

	A	B	C	D	E	F	G	H	I
1	ACRL Standards Distribution FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4400	DONATIONS/HONORARIA				0	0		\$0
4	4420	INT/DIV				0	0		\$0
5	4421	ROYALTIES			165	0	0		\$0
6	4422	ENDOWMENT GAIN/LOSS-REALIZED							
7	4423	ENDWMNT GAIN/LOSS-UNREALIZED							
8	4429	OVHRD-EXMPT REVENUE/DIVISIONS	1,802	2,204	1,299	4,000	850	Overhead exempt revenue for standards distribution and Framework booklets. Expect very negligible revenue in FY22 unless things like RoadShows etc resume on an in-person model after the pandemic.	\$250
9	4430	MISCELLANEOUS FEES				0	0		\$0
10	4490	MISCELLANEOUS REVENUE		500		0	0		\$0
11	Revenues		1,802	2,704	1,464	4,000	850		\$250
12									
13	5000	SALARIES & WAGES	5,421	7,585	2,082		1,850	Salaries % of ACRL total salaries listed in the salary matrix	\$7,473
14	5009	ACCRUED VACATION WAGES				0	0		\$0
15	5010	EMPLOYEE BENEFITS	1,657	2,276	641	0	617	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$2,488

	A	B	C	D	E	F	G	H	I
1	ACRL Standards Distribution		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
16	5121	AUDIT/TAX FEES				0	0		\$0
17	5122	BANK S/C	51	71	39	0	0		\$0
18	5130	LOBBYING / CONSULTING							
19	5140	EQUIP/FURN REPAIRS				0	0		\$0
20	5141	MAINTENANCE AGREEMENTS							
21	5150	MESSANGER SERVICE		23	66	0	37	FedEx mailing of standards booklets (based on FY19 actual) - reduced by 50% from FY21 budget due to c-19. Might as well keep this for FY22 in case sales rebound a tad.	\$37
22	5216	BUSINESS MEETINGS				0	0		\$0
23	5350	PROGRAM ALLOCATION				0	0		\$0
24	5400	EDITORIAL/PROOFREADING/OUTSIDE		102		0	0		\$0
25	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
26	5402	PRINTING-OUTSIDE	2,533	4,580	5,522	2,500	1,000	Printing of standards, guidelines/framework. Dgeting very small amount for printing due to existing invetory and lack of sales in FY20 and likely most of FY21.	\$250
27	5522	TELEPHONE/FAX				0	0		\$0
28	5523	POSTAGE/E-MAIL	60	140		150	0	Mailing of booklets now in 5150 and 5909.	\$0
29	5525	UTILITIES				0	0		\$0
30	5530	DEPRECIATION F/E	23	25	14	0	0		\$0
31	5531	DEPRECIATION BUILDING				0	0		\$0
32	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
33	5599	MISC EXPENSE	339	312	75	383	99	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$421
34	5908	IUT/MAINTENANCE				0	0		\$0
35	5909	IUT/DIST CTR	106	180	153	200	100	IUT-Distribution (UPS or USPS mailing of booklets, based on FY19 actual and historical). Reduced further due to lack of anticipated sales in FY22.	\$50
36	5910	IUT/REPRO CTR				50	50	IUT - Reprographics (printing expenses in 5402, using local printers for regional workshops). Don't expect expenses in this line if FY22.	\$0
37	5912	IUT-Copyediting/Proofreading				0	0		\$0
38	5999	IUT/MISC				0	0	IUT-Misc.	\$0
39	Expenses		10,190	15,293	8,592	3,283	3,753		\$10,719
40									
41	Net		(8,388)	(12,589)	(7,128)	717	(2,903)		(\$10,469)

	A	B	C	D	E	F	G	H	I
1	ACRL Awards FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4400	DONATIONS/HONORARIA	11,500	13,250	16,250	12,000	14,500	<p>AWARD PROGRAM PAUSED FOR FY22 - NO DONATIONS FOR AWARDS</p> <p>Normal allocation: \$3000 from GOBI Library Solutions from EBSCO for EAL ceremonies; \$4,500 from EBSCO for CJCLS awards (\$1,500) and IS Innovation award (\$3,000); \$1,000 from SCELCL for CLS award; \$2,500 from American Psychological Association for EBSS award; \$2,500 from De Gruyter for ESS Grant (estimate, actual figure in euros) \$1,000 from Carrick Enterprises for Rockman Publication award; \$1,000 from Library Juice Academy for ULS award; \$1,500 from Duke University Press for WGSS awards;</p> <p>All other awards given directly to winners by donors</p>	\$0
4	4429	OVRHD-EXMPT REVENUE/DIVISIONS			4,500	0	0	<p>AWARD PROGRAM PAUSED FOR FY22 - NO ADMIN FEES FOR AWARDS</p> <p>Normal Administrative Fees:</p> <p>\$1000 Academic/Research Librarian of the year; \$300 for 2 CJCLS awards; \$200 for CLS; \$300 DLS award; \$500 EBSS award; \$500 ESS grant (estimate, actual figure in euros); \$600 for IS Innovation award; \$200 IS Ilene Rockman Publication of the year; \$300 PPIRS award; \$200 ULS award; \$300 WGSS awards \$500 Atkinson Endowment admin fee IUTs from unfunded awards:</p>	\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Awards FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
5	4430	MISCELLANEOUS FEES				0	0		\$0
6	4490	MISCELLANEOUS REVENUE	4,800	4,200	0	4,600	5,100		\$0
7	Revenues		16,300	17,450	20,750	16,600	19,600		\$0
8									
9	5000	SALARIES & WAGES	15,576	22,820	24,676	25,083	21,929	Salaries % of ACRL total salaries listed in the salary matrix	\$20,204
10	5001	WAGES/TEMPORARY EMPLOYEES							
11	5002	OVERTIME WAGES				0			
12	5005	ATTRITION FACTOR				0	0		\$0
13	5009	ACCRUED VACATION WAGES				0	0		\$0
14	5010	EMPLOYEE BENEFITS	4,759	6,846	7,602	7,917	7,311	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,727
15	5121	AUDIT/TAX FEES				0	0		\$0
16	5122	BANK S/C		192	248	0	0		\$0
17	5130	LOBBYING / CONSULTING							
18	5140	EQUIP/FURN REPAIRS				0	0		\$0
19	5141	MAINTENANCE AGREEMENTS							
20	5150	MESSANGER SERVICE	49	159	14	0	0		\$0
21	5151	DUPLICATION/OUTSIDE				0			
22	5210	TRANSPORTATION	662		9	0	0		\$0
23	5212	LODGING & MEALS	874			0	0		\$0
24	5304	SPEAKER/GUEST EXPENSE				0	0	0	\$0
25	5305	SPEAKER/GUEST HONORARIUM				0	0	0	\$0
26	5306	AWARDS	11,674	13,054	14,350	12,100	14,600	<p>AWARD PROGRAM PAUSED FOR FY22 - NO PRIZES OR DIRECT EXPENSES FOR AWARDS</p> <p>Normal Monetary Prizes: \$1,500 for CJCLS awards; \$1,000 for CLS award; \$2,500 for EBSS award; \$2,500 for ESS Grant (estimate, actual figure in euros) \$3,000 for IS Innovation award; \$1,000 for Rockman Publication award; \$1,000 for ULS award; \$1,500 for WGSS awards;</p> <p>Normal Award Production: \$600 for Excellence Award pieces (Crystal Cave) \$1,600 for award plaques (Scribes)</p> <p>All other awards given directly to recipients by donors</p>	\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Awards FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
27	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
28	5350	PROGRAM ALLOCATION	3,464	3,383	1,139	3,000	3,000	Travel funds for ACRL officers to attend Excellence Award ceremonies on recipients' campuses.	\$0
29	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
30	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
31	5402	PRINTING-OUTSIDE				0	0		\$0
32	5522	TELEPHONE/FAX				0	0		\$0
33	5523	POSTAGE/E-MAIL				0	0		\$0
34	5525	UTILITIES				0	0		\$0
35	5530	DEPRECIATION F/E	67	76	168	0	0		\$0
36	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
37	5599	MISC EXPENSE	973	939	894	1,157	1,170	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,139
38	5903	IUT/SUBS PROC				0	0		\$0
39	5904	TRANSFER TO/FROM ENDOWMENT			(500)	0	0		\$0
40	5905	IUT/TELEPHONE				0	0	IUT-Telephone	\$0
41	5906	IUT/ORDER BILLING				0	0		\$0
42	5908	IUT/MAINTENANCE				0	0		\$0
43	5909	IUT/DIST CTR	65	101	76	150	150		\$150
44	5910	IUT/REPRO CTR				0	0		\$0
45	5942	IUT/ADVERTISING				0	0		\$0
46	5999	IUT/MISC				0	0	IUT-Misc.	\$0
47	5911	IUT/OVERHEAD			0	0	0		\$0
48	5998	IUT/ALLOCATIONS				0	0		\$0
49	5600	TAXES/INCOME							
50	Expenses		38,163	47,571	48,676	49,407	48,160	\$28,220	
51									
52	Net		(21,863)	(30,121)	(27,926)	(32,807)	(28,560)	(\$28,220)	

	A	B	C	D	E	F	G	H	I
1	ACRL Chapters		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4430	MISCELLANEOUS FEES							
4	4490	MISCELLANEOUS REVENUE							
5	Revenues		0	0	0	0	0		\$0
6									
7	5000	SALARIES & WAGES	3,776	14,720	9,309		8,273	Salaries : % of ACRL total salaries listed in salary matrix; Note time for Chapters Topics is now included in this project rather than a separate project.	\$14,505
8	5001	WAGES/TEMPORARY EMPLOYEES							
9	5002	OVERTIME WAGES					0		\$0
10	5005	ATTRITION FACTOR					0		\$0
11	5009	ACCRUED VACATION WAGES					0		\$0
12	5010	EMPLOYEE BENEFITS	1,155	4,416	2,868		2,758	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$4,830
13	5141	MAINTENANCE AGREEMENTS							
14	5150	MESSENGER SERVICE					0	Messenger Service	\$0
15	5151	DUPLICATION/OUTSIDE					0		\$0
16	5210	TRANSPORTATION	228	3,299	2,494		4,000	Travel for ACRL officer speakers \$400 per event; ten programs maximum. 5 visits approved in FY21.	\$4,000
17	5212	LODGING & MEALS	1,247	522	714		2,600	Lodging & meals for ACRL officer speakers. 10 trips max @ 1 night ea @ \$160 per night 10 trips max @ \$50 per diem for 2 days ea. 5 visits approved in FY21.	\$2,600
18	5214	ENTERTAINMENT					0		\$0
19	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR					0		\$0
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS					0		\$0
21	5350	PROGRAM ALLOCATION	3,683	3,816	2,823		4,500	Chapters program allocation is \$1.00 per ACRL member residing in the state or region, but this expense is budgeted based on previous year's actual expenses.	\$4,500

	A	B	C	D	E	F	G	H	I
1	ACRL Chapters FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
22	5400	EDITORIAL/PROOFREADING/OUTSIDE					0		\$0
23	5401	TYPESETTING/COMPOSITION-OUTSD					0		\$0
24	5402	PRINTING-OUTSIDE					0	Printing outside	\$0
25	5403	BINDING-OUTSIDE					0		\$0
26	5031	STAFF DEVELOPMENT					0		\$0
27	5500	SUPPLIES/OPERATING					0	Supplies (Chapters Council)	\$0
28	5501	EQUIPMENT & SOFTWARE/MINOR					0		\$0
29	5502	REFERENCE MATERIAL/PERIODICALS					0		\$0
30	5510	INSURANCE					0		\$0
31	5520	EQUIPMENT RENTAL/LEASE					0		\$0
32	5521	SPACE RENT					0		\$0
33	5522	TELEPHONE/FAX					0	Reimbursed phone/fax (Chapters Council)	\$0
34	5523	POSTAGE/E-MAIL					0	Postage	\$0
35	5525	UTILITIES					0		\$0
36	5530	DEPRECIATION F/E	16	49	63		0		\$0
37	5531	DEPRECIATION BUILDING					0		\$0
38	5560	ORG SUPPORT/CONTRIBUTION					0		\$0
39	5599	MISC EXPENSE	236	605	337		441	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$817
40	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
41	5905	IUT/TELEPHONE					10	IUT-Telephone	\$10
42	5906	IUT/ORDER BILLING					0		\$0
43	5908	IUT/MAINTENANCE					0		\$0
44	5909	IUT/DIST CTR	76	115	27		125	IUT-Distribution	\$125
45	5910	IUT/REPRO CTR					0	IUT-Reprographics (based on FY2018 actual)	\$0
46	5998	IUT/ALLOCATIONS					0		\$0
47	5600	TAXES/INCOME							
48	Expenses		10,417	27,541	18,636	0	22,707		\$31,387
49									
50	Net		(10,417)	(27,541)	(18,636)	0	(22,707)		(\$31,387)

	A	B	C	D	E	F	G	H	I
1	ACRL Committees & Interest Groups FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED							
4	4400	DONATIONS/HONORARIA	1,000						
5	4420	INT/DIV							
6	4421	ROYALTIES							
7	4422	ENDOWMENT GAIN/LOSS-REALIZED							
8	4423	ENDWMNT GAIN/LOSS-UNREALIZED							
9	4429	OVHRD-EXMPT REVENUE/DIVISIONS							
10	4430	MISCELLANEOUS FEES							
11	4490	MISCELLANEOUS REVENUE							
12	Revenues		1,000	0	0	0	0		\$0
13									
14	5000	SALARIES & WAGES	71,085	109,859	97,264		86,436	Salaries % of ACRL total salaries listed in salary matrix	\$107,215
15	5001	WAGES/TEMPORARY EMPLOYEES							
16	5002	OVERTIME WAGES					0		\$0
17	5005	ATTRITION FACTOR					0		\$0
18	5009	ACCRUED VACATION WAGES					0		\$0
19	5010	EMPLOYEE BENEFITS	21,722	32,956	29,963		28,816	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$35,698
20	5011	LIFE INSURANCE							
21	5121	AUDIT/TAX FEES					0		\$0
22	5122	BANK S/C	29				0		\$0
23	5130	LOBBYING / CONSULTING							
24	5140	EQUIP/FURN REPAIRS					0		\$0
25	5141	MAINTENANCE AGREEMENTS							
26	5150	MESSENGER SERVICE	57				55	Messenger Service - share of Briefing Book shipping	\$55
27	5302	MEAL FUNCTIONS	4,722	4,206	2,469		4,464	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	\$1,250
28	5350	PROGRAM ALLOCATION	1,455				600	Division-level committees are entitled to up to \$150 each, but this line is budgeted based on historical actual requests.	\$600
29	5400	EDITORIAL/PROOFREADING/OUTSIDE					0		\$0
30	5401	TYPESETTING/COMPOSITION-OUTSD					0		\$0
31	5402	PRINTING-OUTSIDE	151	162	155		233	Outside printing - (share of \$700 ACRL Briefing Book)	\$233
32	5420	COPYRIGHT FEES					0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Committees & Interest Groups FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
33	5430	WEB OPERATING EXPENSES	1,149	1,682			0	Zoom license fees moved to 0000.	\$0
34	5500	SUPPLIES/OPERATING	310				100		\$100
35	5523	POSTAGE/E-MAIL					0	Postage/Outside	\$0
36	5525	UTILITIES					0		\$0
37	5530	DEPRECIATION F/E	307	368	663		0	0	\$0
38	5560	ORG SUPPORT/CONTRIBUTION					0		\$0
			4,442	4,519	3,525		4,612	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$6,042
39	5599	MISC EXPENSE							
40	5908	IUT/MAINTENANCE					0		\$0
41	5909	IUT/DIST CTR	4				10	IUT- Distribution	\$10
42	5910	IUT/REPRO CTR			91		10	IUT-Reprographics	\$10
43	5998	IUT/ALLOCATIONS					0		\$0
44	5600	TAXES/INCOME							
45	Expenses		105,432	153,752	134,130	0	125,336	0	\$151,213
46									
47	Net		(104,432)	(153,752)	(134,130)	0	(125,336)	0	(\$151,213)

	A	B	C	D	E	F	G	H	I
1	ACRL Sections FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4142	ADVERTISING/CLASSIFIED				0	0		\$0
4	4200	REGISTRATION FEES		3,550		0	0		\$0
5	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		\$0
6	4400	DONATIONS/HONORARIA	2,500			0	0		\$0
7	4420	INT/DIV				0	0		\$0
8	4490	MISCELLANEOUS REVENUE				0	0		\$0
9	Revenues		2,500	3,550	0	0	0		\$0
10									
11	5000	SALARIES & WAGES	47,612	69,323	66,426	71,829	59,031	Salaries calculated at % of total ACRL salaries per time study.	\$68,319
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	14,549	20,796	20,463	22,672	19,680	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$22,747
14	5121	AUDIT/TAX FEES				0	0		\$0
15	5122	BANK S/C	71		(1)	350	350	Bank service fee.	\$350
16	5130	LOBBYING / CONSULTING							
17	5150	MESSENGER SERVICE		21		0	0		\$0
18	5212	LODGING & MEALS		200		0	0		\$0
19	5301	CONFERENCE EQUIPMENT RENTAL				0	0		\$0
20	5302	MEAL FUNCTIONS	4,722	4,206	2,469	4,464	0	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	\$1,250
21	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
22	5350	PROGRAM ALLOCATION	22,966	28,377	25,069	27,943	27,943	Basic support for sections and interest groups: ANSS 1,145; Arts 1,332; CJCLS 1,716; CLS 2,721; DOLS 1,803; DSS 2,103; EBSS 1,370; ESS 1,158; IS 3,621; LES 1,171; PPIRS 1,095; RBMS 1,962; STS 1,679, ULS 3,780; WGSS 1,287. Interest Groups are entitled to up to \$150. Budget based on historical actual: 1 500	\$29,443
23	5402	PRINTING-OUTSIDE		236		0	0		\$0
24	5430	WEB OPERATING EXPENSES	1,149	1,681		0	0	Zoom license fees moved to 0000.	\$0
25	5031	STAFF DEVELOPMENT				0	0		\$0
26	5500	SUPPLIES/OPERATING	55	0		0	0		\$0
27	5530	DEPRECIATION F/E	206	232	453	0	0		\$0
28	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
29	5599	MISC EXPENSE	2,975	2,851	2,407	3,501	3,150	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$3,850
30	5909	IUT/DIST CTR	4	4	6	15	15	IUT-Distribution	\$15
31	5942	IUT/ADVERTISING				0	0	IUT-Advertising	\$0
32	5999	IUT/MISC				0	0		\$0
33	5911	IUT/OVERHEAD		937		0	0		\$0
34	5998	IUT/ALLOCATIONS				0	0		\$0
35	5600	TAXES/INCOME							\$0
36	Expenses		94,308	128,865	117,292	130,774	110,169		\$125,974
37									
38	Net		(91,808)	(125,315)	(117,292)	(130,774)	(110,169)		(\$125,974)

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4140	ADVERTISING/GROSS					0	Print ceased in FY14, so no print ad revenue in FY22	\$0
4	4143	ADVERTISING/ON-LINE	13,365	0			0	Advertising sales estimated from online sales per Choice estimate (advertising moved to 4429)	\$0
5	4610	COMMISSION/LINE ADV		(34)	(299)		(300)	Advertising representatives' commissions, 3% of online sales. FY22 budgeted online sales \$9,000	(\$360)
6	4611	COMMISSION/SALES REP	(596)	(225)	19		0	Advertising representatives' commissions, not applicable	\$0
7	4420	INT/DIV					0		\$0
8	4421	ROYALTIES	8,374	7,517	7,035		6,500	Royalties from aggregators, based on FY19 actual with continued small decline year to year	\$5,000
9	4429	OVRLD-EXMPT REVENUE/DIVISIONS		7,500	9,300		10,000	Ad revenue based on Choice estimate formally in line 4140 and 4143 now reported in overhead-exempt line as the ads are placed in a journal that is a perquisite of membership.	\$8,000
10	4430	MISCELLANEOUS FEES					0		\$0
11	4490	MISCELLANEOUS REVENUE					0		\$0
12	Revenues		21,142	14,758	16,054	0	16,200		\$12,640
13									
14	5000	SALARIES & WAGES	14,922	19,141	16,684		14,826	Salaries calculated at % of total ACRL salaries listed in salary matrix.	\$18,862
15	5009	ACCRUED VACATION WAGES					0		\$0
16	5010	EMPLOYEE BENEFITS	4,559	5,742	5,219		4,943	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,280
17	5110	PROFESSIONAL SERVICES						Professional Services - current distribution	
								Editor 2500	
								Social Media Editor 1875	
								Book Review Editor 1875	
								Editorial Assistant 1 1500	
								Editorial Assistant 2 1500	
18	5122	BANK S/C		14	361		50	Bank service fee, based on FY19 actual	\$50

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
19	5150	MESSANGER SERVICE	116				100	Messenger service	\$100
20	5151	DUPLICATION/OUTSIDE					0		\$0
21	5210	TRANSPORTATION					0	Travel Out-of-town, expenses for editor to attend relevant conferences (\$1,000 travel allowance transferred to professional services at request of editor)	\$0
22	5305	SPEAKER/GUEST HONORARIUM					0	Honorarium, stipend for editor (\$1,500 Honorarium transferred to professional services at request of editor)	\$0
23	5350	PROGRAM ALLOCATION					0		\$0
24	5400	EDITORIAL/PROOFREADING/OUTSIDE	4,750	5,350	5,250		5,250	Editorial/Proofread; 30 hr/issue x\$25/hr.x 7 issues	\$5,250
25	5401	TYPESETTING/COMPOSITION-OUTSD					0	Typesetting	\$0
26	5402	PRINTING-OUTSIDE					0	Outside printing. No printing after Nov. 2013.	\$0
27	5403	BINDING-OUTSIDE					0	NA	\$0
28	5404	DESIGN SERVICE-OUTSIDE					0		\$0
29	5406	REVIEW SERVICE					0		\$0
30	5410	MAIL SERVICE-OUTSIDE					0	Mail service--outside. Includes handling. No mailing after Nov. 2013.	\$0
31	5430	WEB OPERATING EXPENSES	18,850	6,996	4,662		5,965	C&RL costs for online journal hosting (estimated 105 total articles over 7 issues at \$42 per article, \$1,555 annual altmetric fee)	\$5,965
32	5501	EQUIPMENT & SOFTWARE/MINOR	4,830				0	"Editorial Assistant" (peer-review software) - moved from previous system to OJS in June 2017, no additional cost for using OJS system	\$0
33	5525	UTILITIES					0		\$0
34	5530	DEPRECIATION F/E	65	64	114		0		\$0
35	5543	BAD DEBT EXPENSE	0				0	Bad debt, @ 1% sales (4103+4109+4140)	\$0
36	5560	ORG SUPPORT/CONTRIBUTION					0		\$0
37	5599	MISC EXPENSE	932	787	605		791	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,063
38	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
39	5909	IUT/DIST CTR		32			25	IUT-Distribution	\$25
40	5910	IUT/REPRO CTR					0	IUT-Reprographics	\$0
41	5942	IUT/ADVERTISING	6,373	5,672	6,081		6,181	IUT-Choice - C&RL share (30%) of the amount paid to Choice (\$1,206) to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line.	\$362
42	5999	IUT/MISC					0		\$0
43	5911	IUT/OVERHEAD	0				0	IUT-Overhead: 50 % ALA rate on (4103+4601+4109+4110)	\$0
44	5998	IUT/ALLOCATIONS					300		\$300
45	5600	TAXES/INCOME	0	0	0			Unrelated Business Income Tax (UBIT), 3% of gross advertising revenue (4429)	\$240
46	Expenses		65,598	53,352	48,263	0	50,931		\$50,997
47									
48	Net		(44,455)	(38,594)	(32,209)	0	(34,731)		(\$38,357)

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL News FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4000	DUES/PERSONAL				0	0		\$0
4	4001	DUES/ORGANIZATIONAL				0	0		\$0
5	4002	DUES/SPECIAL				0	0		\$0
6	4003	DUES/LIFE MEMBERS-CURRENT				0	0		\$0
7	4004	DUES/CNTNUNG MBRS & DIV TRFR				0	0		\$0
8	4100	SALES/BOOKS				0	0		\$0
9	4600	ASSETS RELEASED FROM RESTRICTION				0	0		\$0
10	4601	RETURNS/CREDITS				0	0	Returns/Credits-based on FY13 actual	\$0
11	4602	SALES/BOOKS-DISCOUNT	0			0	0		\$0
12	4101	SALES/PAMPHLETS				0	0		\$0
13	4102	SALES - AUDIOVISUAL				0	0		\$0
14	4103	SALES - ONLINE				0	0		\$0
15	4104	SALES/RENTL MAIL LISTS				0	0		\$0
16	4105	SALES/WEBINARS/WEBCASTS/WEB CE				0	0		\$0
17	4108	SALES/ALA STORE				0	0		\$0
18	4109	SALES/MISC	54			50	25	Sales of back issues (based on avg of fiscal 17, 18, 19) - no 2020 final data available	\$25
19	4110	SUBSCRIPTIONS	16,216	16,094	13,992	14,817	13,517	Subscriptions (based on news becoming online only publication in January 2022, subscriptions run on calendar year so this line for FY22 includes only deferred revenue from last 4 issues published in calendar 2021) One-third deferred from FY 2021: \$4,312 Jan. – Dec. 2022 year: US: 0 @ \$60 = 0 Canada & PUASP: 0 @ \$65 = 0 Other foreign: 0 @ \$70 = 0 Total 2022 revenue = \$0	\$4,312
20	4140	ADVERTISING/GROSS	112,795	0		0	0	As print ads in a journal given as a perquisite of membership and are overhead exempt we are moving them to the overhead exempt line 4429.	\$0
21	4143	ADVERTISING/ON-LINE	95,938	64,156	88,200	62,000	75,000	Online advertising revenue based on Choice estimate of sponsorships of ACRL Update e-newsletter, Keeping Up With newsletter, ACRL Delivers eblasts	\$65,000
22	4610	COMMISSION/LINE ADV	(3,234)	(1,371)	(3,823)	(2,160)	(2,160)	Advertising representatives' commissions based on choice estimate of net online advertising revenue (website ads, etoc and newsletter sponsorships, eblasts)	(\$3,285)
23	4611	COMMISSION/SALES REP	(8,326)	(4,310)	(4,912)	(1,950)	(1,950)	Advertising representatives' commissions based on choice estimate of print advertising revenue for 4 issues. THIS CHANGED 3/21 BUT CELL ALREADY RED AS NEG REVENUE	(\$720)

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL News FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
24	4612	COMMISSION/ADVERTISING AGENCY				0	0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
25	4142	ADVERTISING/CLASSIFIED	433,651	415,063	408,078	414,000	205,000	Classified ad revenue - share of JobLIST ad sales (based on FY20 trends and post-COVID projections)	\$320,000
26	4420	INT/DIV				0	0		\$0
27	4421	ROYALTIES	1,459	1,572	1,493	2,900	1,500	Royalties – aggregators (based on average of FY17, 18, 19.) no final FY20 data available	\$1,500
28	4422	ENDOWMENT GAIN/LOSS-REALIZED							
29	4423	ENDWMNT GAIN/LOSS-UNREALIZED							
30	4429	OVRHD-EXMPT REVENUE/DIVISIONS		78,760	110,930	75,000	70,000	Includes online advertising revenue based on Choice estimate; 1 etoc per issue. Since C&RL News is provided as a perquisite to members, ads directly related to this publication are exempt from overhead per the operating agreement. Includes 4 print issues of ad revenue (\$16,000 per choice estimate)	\$24,000
31	4430	MISCELLANEOUS FEES				0	0		\$0
32	4490	MISCELLANEOUS REVENUE				0	0		\$0
33	Revenues		648,554	569,964	613,958	564,657	360,932		\$410,832
34									
35	5000	SALARIES & WAGES	134,600	180,643	162,848	188,276	144,719	Salaries calculated at % of total ACRL salaries listed in salary matrix	\$178,030
36	5001	WAGES/TEMPORARY EMPLOYEES							
37	5002	OVERTIME WAGES				0			
38	5005	ATTRITION FACTOR				0	0		\$0
39	5009	ACCRUED VACATION WAGES				0	0		\$0
40	5010	EMPLOYEE BENEFITS	41,130	54,189	52,682	59,427	48,246	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$59,276
41	5011	LIFE INSURANCE							
42	5110	PROFESSIONAL SERVICES	27,000	18,000	18,000	18,000	18,000	Professional Service, outsourcing platform for ALA JobLIST, the online career center, shared with American Libraries	\$19,200
43	5120	LEGAL FEES				0	0		\$0
44	5121	AUDIT/TAX FEES				0	0		\$0
45	5122	BANK S/C	2,873	3,694	1,271	3,987	4,227	Payment processing fees - approx 3.0% of product ad revenues	\$3,250
46	5130	LOBBYING / CONSULTING							
47	5140	EQUIP/FURN REPAIRS				0	0		\$0
48	5141	MAINTENANCE AGREEMENTS							
49	5150	MESSENGER SERVICE	3,309	4,406	3,898	4,500	4,000	FedExp, UPS, Messenger Service (based on FY2019 actual) - no FY20 actual available, line used for shipping proofs and print copies of News to office sobudgeted for 4 issues in FY21	\$1,417
50	5151	DUPLICATION/OUTSIDE				0			
51	5210	TRANSPORTATION				0	0		\$0
52	5350	PROGRAM ALLOCATION				0	0		\$0
53	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0	Proofreading as needed (based on historical trends)	\$0
54	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	No longer a charge item.	\$0
55	5402	PRINTING-OUTSIDE	77,431	97,896	101,919	105,732	110,000	Printing issues of C&RL News (\$10,800/issue x 4, based on FY21 budget + 8% increase based on estimate from Walsworth, assuming page counts at FY21 level, cease print in Jan. 2022)	\$43,200

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL News FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
56	5403	BINDING-OUTSIDE	20			25	25	Binding	\$25
57	5404	DESIGN SERVICE-OUTSIDE	1,800	1,500	1,800	1,650	1,650	Design work for cover (\$150/issue)	\$1,650
58	5406	REVIEW SERVICE				0	0		\$0
59	5410	MAIL SERVICE-OUTSIDE	11,861	12,184	12,318	12,425	12,645	Mail handling of 4 issues @ \$1,150 (based on FY21 budget, no FY20 actual available), plus \$325 for promotional mailings. Postage in line 5523. Cease print in Jan. 2022	\$4,925
60	5411	ADVERTISING/SPACE				0	0		\$0
61	5412	ADVERTISING/DIRECT	709	2,888	314	3,500	600	Promo Costs – \$500 Direct, e.g. brochure, flyers, space ads for subscriptions; \$100, marketing online career center	\$600
62	5413	MAIL LIST RENTAL				0	0	Mail List Rental - No longer used.	\$0
63	5414	SUPPLIES/PRODUCTION				0	0	Supplies/Production	\$0
64	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	2,557	2,640	3,541	2,640	3,520	Pre-Press Services including electronic alterations by printer and additional proofs (\$320/issue; based on FY21 budget, no fy20 actual available) Cease print in Jan. 2022	\$1,280
65	5416	ADVERTISING PRODUCTION COST				0	0		\$0
66	5420	COPYRIGHT FEES				0	0	Copyright fee (based on historical)	\$0
67	5430	WEB OPERATING EXPENSES	56,368	19,206	35,878	12,714	14,100	C&RL News costs for online journal hosting (estimated 20 articles per issue at \$42/ article=\$840/ issue) plus \$1,750 for web subscription support, \$3,110 annual altmetric fee.	\$14,100
68	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0		\$0
69	5432	PURCHASED INVENTORY				0	0		\$0
70	5433	ORDER PROCESSING/FULFILLMENT	1,558	1,390	1,075	1,500	1,500	Charges from ESP (based on FY19 actual and historical)	\$1,500
71	5031	STAFF DEVELOPMENT				0	0		\$0
72	5500	SUPPLIES/OPERATING				0	0	Supplies, based on FY19 actual and historical	\$0
73	5501	EQUIPMENT & SOFTWARE/MINOR				1,000	0	Haven't used since prior to FY15	\$0
74	5502	REFERENCE MATERIAL/PERIODICALS			50	100	0	Magazine subscriptions, editorial-related books for editor and assistant editors. Zeroed out for FY21 due to c-19.	\$0
75	5510	INSURANCE				0	0		\$0
76	5520	EQUIPMENT RENTAL/LEASE				0	0		\$0
77	5521	SPACE RENT				0	0		\$0
78	5522	TELEPHONE/FAX	48	40	39	80	40	Part of subs processing costs, based on FY19 actual and historical.	\$40
79	5523	POSTAGE/E-MAIL	45,992	47,984	49,039	50,050	50,996	Postage-distributing of 4 issues of C&RL News based on FY21 budget (no fy20 actual available) and increasing by 4% to account for potential postal increase (4,636/issue + 4% = 4,821/issue) Cease print in January 2022.	\$19,284
80	5525	UTILITIES				0	0		\$0
81	5530	DEPRECIATION F/E	582	605	1,110	536	536	Depreciation	\$536
82	5531	DEPRECIATION BUILDING				0	0		\$0
83	5541	COLLECTION EXPENSE							
84	5543	BAD DEBT EXPENSE	5,524	4,951	5,060	4,908	2,935	Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads	\$261
85	5544	INTEREST EXPENSE				0	0		\$0
86	5545	TAXES/PROPERTY				0	0		\$0
87	5550	PROMOTION				0	0		\$0
88	5560	ORG SUPPORT/CONTRIBUTION	14,000	14,000	14,000	14,000	14,000	IUT - JobLIST-related support to HRDR for furniture in the placement center; starting in FY13 agreed at \$14,000 or 7.5% of gross JobLIST online ad revenues, whichever is less	\$14,000

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL News FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
89	5599	MISC EXPENSE	8,410	7,430	5,902	9,132	7,722	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$10,032
90	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
91	5901	IUT/CPU				0	0		\$0
92	5902	IUT/DATA PROC				0	0	This item moved to project 3200 in FY12 per MJP.	\$0
93	5903	IUT/SUBS PROC	2,660			0	0	IUT-Customer Service and processing of ad billing; Subscription processing is now direct billed and shows as part of totals in 5410, 5433, 5522, and	\$0
94	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
95	5905	IUT/TELEPHONE				0	0	IUT-Telephone – Based on historical	\$0
96	5906	IUT/ORDER BILLING				0	0		\$0
97	5908	IUT/MAINTENANCE				0	0		\$0
98	5909	IUT/DIST CTR	14	6	18	20	20	IUT-Distribution – Based on FY19 actual	\$20
99	5910	IUT/REPRO CTR	18	18	71	20	50	IUT-Reprographics – Based on FY19 actual + historical	\$50
100	5912	IUT-Copyediting/Proofreading				0	0		\$0
101	5913	IUT-Composition/Alteration				0	0		\$0
102	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
103	5941	IUT/CHOICE				0	0		\$0
104	5942	IUT/ADVERTISING	12,747	11,345	12,161	12,362	12,362	IUT-Advertising - C&RL News share (60%) of the amount paid to CHOICE (\$1,206) to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line.	\$724
105	5999	IUT/MISC				0	0		\$0
106	5911	IUT/OVERHEAD	2,148	2,124	67,611	65,040	38,894	IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate	\$51,252
107	5998	IUT/ALLOCATIONS				0	0		\$0
108	5600	TAXES/INCOME	(24,319)	0	0	14,280	8,400	Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4429, 4142, 4143	\$11,244
109	Expenses		429,039	487,139	550,606	585,903	499,187		\$435,896
110									
111	Net		219,515	82,825	63,352	(21,246)	(138,255)		(25,064)

	A	B	C	D	E	F	G	H	I
1	ACRL RBM FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4601	RETURNS/CREDITS				(5)	(3)	Returns @ 5% of line 4109	(\$3)
4	4108	SALES/ALA STORE				0	0		\$0
5	4109	SALES/MISC	402	52		100	50	Sales of back issues (based on FY19 actual and historical) One-third (Sept.-Dec.) deferred from FY21: \$4,977	\$50
6	4110	SUBSCRIPTIONS	17,914	11,727	17,725	13,898	15,190	FY22 (20% decline in subscribers from FY20 actual, plus annual 2% cost increase) 209 US subs. @ \$55 = \$11,495 7 Canadian @ \$61 = 427 19 foreign @ \$72 = \$1,368 235 \$12,990 Two-thirds recognized in FY22: \$8,660 (One-third deferred to FY23: \$4,330)	\$13,637
7	4140	ADVERTISING/GROSS	8,440	7,970	9,930	8,500	8,500	Per Choice projections.	\$8,000
8	4143	ADVERTISING/ON-LINE	5,430	2,350	2,260	3,000	2,500	Per Choice projections.	\$1,500
9	4610	COMMISSION/LINE ADV		(39)	(68)	(90)	(75)	Advertising representatives' commissions, 3% of net advertising revenue shown in 4143	(\$68)
10	4611	COMMISSION/SALES REP	(256)	(277)	(298)	(255)	(255)	Advertising representatives' commissions, 3% of net advertising revenue (4140-4612)	(\$360)
11	4612	COMMISSION/ADVERTISING AGENCY				0	0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
12	4142	ADVERTISING/CLASSIFIED				0	0		\$0
13	4420	INT/DIV				0	0		\$0
14	4421	ROYALTIES	2,731	1,088	321	2,225	1,000	Royalties – aggregators (based on average of FY17, 18, and 19 plus historical trends.)	\$1,000

	A	B	C	D	E	F	G	H	I
1	ACRL RBM FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
15	4430	MISCELLANEOUS FEES				0	0		\$0
16	4490	MISCELLANEOUS REVENUE				0	0		\$0
17	Revenues		34,661	22,871	29,870	27,373	26,907	0	\$23,756
18									
19	5000	SALARIES & WAGES	3,916	4,409	2,552		2,268	Salaries: % of ACRL total salaries listed in salary matrix	\$4,343
20	5001	WAGES/TEMPORARY EMPLOYEES							
21	5002	OVERTIME WAGES							
22	5005	ATTRITION FACTOR				0	0		\$0
23	5009	ACCRUED VACATION WAGES				0	0		\$0
24	5010	EMPLOYEE BENEFITS	1,197	1,323	892	0	756	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,446
25	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
26	5110	PROFESSIONAL SERVICES	800	800	800	800	800	Editor Stipend	\$800
27	5120	LEGAL FEES				0	0		\$0
28	5121	AUDIT/TAX FEES				0	0		\$0
29	5122	BANK S/C	370	219	363	0	0		\$0
30	5130	LOBBYING / CONSULTING							
31	5140	EQUIP/FURN REPAIRS				0	0		\$0
32	5141	MAINTENANCE AGREEMENTS							
33	5150	MESSANGER SERVICE	37	48	52	50	50	Based on FY19 and historical.	\$50
34	5151	DUPLICATION/OUTSIDE				0			
35	5400	EDITORIAL/PROOFREADING/OUTSIDE	750	750	675	800	800	Editorial/Proofreading (\$400 per issue) 10 hrs x \$40	\$800
36	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
37	5402	PRINTING-OUTSIDE	3,595	3,195	3,018	3,452	3,250	Printing issues of RBM (\$1,500/issue x 2, based on FY21 budget + 8% increase based on estimate from Walsworth, assuming page counts at FY21 level)	\$3,510
38	5403	BINDING-OUTSIDE	39	21		0	0		\$0
39	5404	DESIGN SERVICE-OUTSIDE				0	0		\$0
40	5406	REVIEW SERVICE				0	0		\$0
41	5410	MAIL SERVICE-OUTSIDE	788	665	654	890	890	Mail handling of 2 issues of magazine (\$50 ea.) + list preparation @ 275 ea. And \$240 for subscription handling.	\$890
42	5411	ADVERTISING/SPACE				0	0		\$0
43	5412	ADVERTISING/DIRECT				0	0	Advertising-Direct, Promotional flyers mailed to purchased mailing lists of potential subscribers	\$0
44	5413	MAIL LIST RENTAL				0	0	Mailing list rental	\$0
45	5414	SUPPLIES/PRODUCTION				0	0		\$0
46	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	381	371	260	350	350	Pre-press/photographic work @ \$185/issue	\$350
47	5416	ADVERTISING PRODUCTION COST				0	0		\$0
48	5420	COPYRIGHT FEES				0	0	Copyright	\$0
49	5430	WEB OPERATING EXPENSES	8,475	2,201	2,182	1,422	1,873	RBM costs for online journal hosting (estimated 20 total articles over 2 issues @ \$42/ article), \$1,650 for web hosting of subscription processing, \$550 for altmetrics, and \$110 for portico digital preservation.	\$3,150

	A	B	C	D	E	F	G	H	I
1	ACRL RBM FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
50	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0		\$0
51	5432	PURCHASED INVENTORY				0	0		\$0
52	5433	ORDER PROCESSING/FULFILLMENT	2,017	785	696	1,000	1,000	Subscription processing fees from outside supplier	\$1,000
53	5480	COST OF SALES				0	0		\$0
54	5500	SUPPLIES/OPERATING				0	0		\$0
55	5501	EQUIPMENT & SOFTWARE/MINOR				0	0	"Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15	\$0
56	5502	REFERENCE MATERIAL/PERIODICALS				0	0		\$0
57	5510	INSURANCE				0	0		\$0
58	5520	EQUIPMENT RENTAL/LEASE				0	0		\$0
59	5521	SPACE RENT				0	0		\$0
60	5522	TELEPHONE/FAX	6	28	10	35	35	Support for subscription processing	\$35
61	5523	POSTAGE/E-MAIL	1,510	1,369	1,270	1,424	1,320	Postage for mailing two issues (2 @ \$660). (First class) (Note: Second class rates not available for RBM because it is not mailed often enough to qualify.) (increase of 4% from FY21 budget)	\$1,373
62	5525	UTILITIES				0	0		\$0
63	5530	DEPRECIATION F/E	17	15	17	0	0		\$0
64	5531	DEPRECIATION BUILDING				0	0		\$0
65	5541	COLLECTION EXPENSE							
66	5543	BAD DEBT EXPENSE	102	102	103	86	86	Bad debt @ 1% of revenue on lines 4109 and 4140	\$86
67	5544	INTEREST EXPENSE				0	0		\$0
68	5545	TAXES/PROPERTY				0	0		\$0
69	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
70	5599	MISC EXPENSE	245	181	93	222	121	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$245
71	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
72	5901	IUT/CPU				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL RBM FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
73	5902	IUT/DATA PROC				0	0		\$0
74	5903	IUT/SUBS PROC	2,014			0	0	Subscription services fees, moved to lines 5433, 5522,5430, and 5410	\$0
75	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
76	5905	IUT/TELEPHONE				0	0	IUT-Telephone	\$0
77	5906	IUT/ORDER BILLING				0	0		\$0
78	5908	IUT/MAINTENANCE				0	0		\$0
79	5909	IUT/DIST CTR		8		25	25	IUT-Distribution (includes some back issues)	\$25
80	5910	IUT/REPRO CTR				0	0	IUT-Reprographics	\$0
81	5941	IUT/CHOICE				0	0		\$0
82	5942	IUT/ADVERTISING	2,124	1,891	2,027	2,060	2,060	IUT Advertising: RBM share (10%) of the amount paid to CHOICE (\$1,206) to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line.	\$120
83	5999	IUT/MISC				0	0		\$0
84	5911	IUT/OVERHEAD	4,575	3,019	3,958	3,627	3,565	IUT-Overhead: 50% of ALA OH rate x Total Revenues	\$3,148
85	5998	IUT/ALLOCATIONS				0	0		\$0
86	5600	TAXES/INCOME	(215)	0	0	345	330	Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143	\$285
87	Expenses		32,744	21,400	19,622	16,588	19,579		\$21,656
88									
89	Net		1,917	1,471	10,249	10,785	7,328		\$2,100

	A	B	C	D	E	F	G	H	I
1	ACRL Web CE FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
15	5000	SALARIES & WAGES	12,053	27,143	15,636	29,641	15,640	Salaries @ % of ACRL salaries listed in matrix	\$26,749
16	5001	WAGES/TEMPORARY EMPLOYEES							
17	5002	OVERTIME WAGES				0			
18	5005	ATTRITION FACTOR				0	0		\$0
19	5009	ACCRUED VACATION WAGES				0	0		\$0
20	5010	EMPLOYEE BENEFITS	3,683	8,142	4,817	9,356	5,214	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$8,906
21	5110	PROFESSIONAL SERVICES	3,185	4,430	5,894	9,312	8,500	Course development, 2 new Moodle courses x \$1,000 = \$2,000 LearningTimes annual fee @ \$3,000 Learning Times per person, per hour fee (based on average of 90 minute per event x \$7/hour/person at 500 webcast attendees)	\$8,500
22	5120	LEGAL FEES				0	0		\$0
23	5121	AUDIT/TAX FEES				0	0		\$0
24	5122	BANK S/C	1,233	2,926	1,537	2,581	2,171	Bank Charges	\$2,171
25	5130	LOBBYING / CONSULTING							
26	5304	SPEAKER/GUEST EXPENSE				0	0		\$0
27	5305	SPEAKER/GUEST HONORARIUM	300	7,519	2,274	0	0		\$0
28	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
29	5350	PROGRAM ALLOCATION			101	0	0		\$0
30	5420	COPYRIGHT FEES				0	0	Copyright fees	\$0
31	5430	WEB OPERATING EXPENSES	5,971	3,467	2,744	0	0	Web Operating Expenses	\$0
32	5431	WEBINAR/WEBCASTS/WEB CE EXP	1,956			4,171	4,461	85/15 expense split with CHOICE; 15% expenses recognized in budget.	\$4,461
33	5525	UTILITIES				0	0		\$0
34	5530	DEPRECIATION F/E	52	91	107	0	0		\$0
35	5531	DEPRECIATION BUILDING				0	0		\$0
36	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0		\$0
37	5533	DO NOT USE N/S Intangible Assets							
38	5540	ROYALTY EXPENSE	3,218	1,581	0	6,392	5,290	Presenter royalty payments: 10% x registration revenue for webcasts and online courses, less LearningTimes payments for webcasts	\$5,290

	A	B	C	D	E	F	G	H	I
1	ACRL Web CE FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
39	5541	COLLECTION EXPENSE							
40	5543	BAD DEBT EXPENSE	606	503	405	453	381	Bad debt (1% of gross revenues)	\$381
41	5544	INTEREST EXPENSE				0	0		\$0
42	5545	TAXES/PROPERTY				0	0		\$0
43	5550	PROMOTION				0	0		\$0
44	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
			753	1,116	567	1,400	835	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,507
45	5599	MISC EXPENSE				0	0		\$0
46	5908	IUT/MAINTENANCE				0	0		\$0
47	5909	IUT/DIST CTR	7	10		0	0	IUT-Distribution	\$0
			2,207	2,998	1,809	4,004	5,082	IUT-Registration Processing: \$8.25 per registrant for online courses and webcasts. Based on 616 online learning attendees.	\$5,082
48	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
49	5941	IUT/CHOICE				0	0		\$0
50	5942	IUT/ADVERTISING				0	0		\$0
51	5999	IUT/MISC				0	0		\$0
52	5911	IUT/OVERHEAD	16,192	16,153	13,740	8,469	7,009	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)	\$7,639
53	5998	IUT/ALLOCATIONS				0	0		\$0
54	5600	TAXES/INCOME	0	0	0			3% of advertising revenues	
55	Expenses		\$51,415	\$76,078	\$49,631	\$75,779	\$54,583		\$70,686
56									
57	Net		\$66,612	\$45,339	\$54,067	\$14,791	\$21,595		\$10,242

	A	B	C	D	E	F	G	H	I
1	ACRL Licensed Workshops FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES		19,430	630	18,410	9,205	Offering a workshop at ALA Annual Conference. Registration fees for one 1-day workshop: 30 ACRL members @ \$255 = \$7,650, 3 ALA members @ \$295 = \$885, 2 Nonmembers @ \$335 = \$670 for each workshop. Total = \$9,205 Licensed regional in-person workshops and licensed online experiences (new in FY21).	\$9,205
4	4430	MISCELLANEOUS FEES						Assumes a transition to safe travel and group gatherings, but with reduced demand and budget for in-person events and increased demand for online events.	
5	4490	MISCELLANEOUS REVENUE				0	0	In-person and online workshops on 7 topics (Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Research Data Management, Framework for Information Literacy for Higher Education, Open Educational Resources, and Scholarship of Teaching and Learning). License fee for workshops (in-person or online) with two presenters at @ 6,000 per workshop x 12. License fee for workshops (in-person or online) with one presenter @ \$3,500 per workshop x 12. License fee for one in-person workshop at Sharjah Library Conference @ \$2,000.	\$116,000
6	Revenues		\$55,795	\$179,680	\$77,000	\$148,410	\$66,205		\$125,205
7									
8	5000	SALARIES & WAGES	29,636	35,313	26,633	41,125	26,066	Salaries @ % of ACRL salaries listed in the salary matrix	\$34,801
9	5001	WAGES/TEMPORARY EMPLOYEES							
10	5002	OVERTIME WAGES				0			
11	5005	ATTRITION FACTOR				0	0		\$0
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	9,056	10,593	8,204	12,981	8,690	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$11,587
14	5122	BANK S/C		128	214	3,250	1,425	Bank service fees	\$1,425
15	5130	LOBBYING / CONSULTING							
16	5140	EQUIP/FURN REPAIRS				0	0		\$0
17	5141	MAINTENANCE AGREEMENTS							
18	5150	MESSANGER SERVICE	38	416	54	0	0	0	\$0
19	5151	DUPLICATION/OUTSIDE				0			
20	5210	TRANSPORTATION	1,437			0	0		\$0
21	5300	FACILITIES RENT				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Licensed Workshops FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
22	5301	CONFERENCE EQUIPMENT RENTAL				0	0		\$0
23	5302	MEAL FUNCTIONS		2,793		3,080	1,540	Workshop AM and PM breaks for ALA Annual Conference. 35 participants x 2 breaks @ \$22 per break = \$1,540.	\$1,540
24	5303	EXHIBITS				0	0		\$0
			5,511	6,310	1,331	3,700	1,850	All travel for experienced presenters is reimbursed by hosts for workshops delivered. ACRL covers travel for new presenters to shadow. Assumes travel for three new presenters.	\$2,775
25	5304	SPEAKER/GUEST EXPENSE						Per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days. \$75 ground transportation.	
			22,951	55,625	24,998	42,000	18,752	Presenter honorarium @ \$750 x 2 presenters x 12 workshops; \$750 Standards/AiA/other x 1 presenter x 12 workshops; plus seven presenter coordinators \$750 each.	\$32,250
26	5305	SPEAKER/GUEST HONORARIUM							
27	5306	AWARDS				0	0		\$0
28	5307	SECURITY SERVICES				0	0		\$0
29	5308	SPECIAL TRANSPORTATION				0	0		\$0
30	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR		3,588	2,483	0	0		\$0
31	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
			0	750	1,500	20,000	20,000	Annual funds for new curriculum development and existing curriculum refresh; IUT to Standards budget for Standards and Framework booklets comped for those workshops	\$20,000
32	5350	PROGRAM ALLOCATION							
33	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
34	5402	PRINTING-OUTSIDE		734		0	0	0	\$0
35	5403	BINDING-OUTSIDE				0	0		\$0
36	5525	UTILITIES				0	0		\$0
37	5530	DEPRECIATION F/E	128	118	181	0	0		\$0
			1,992	1,592	1,040	1,857	1,391	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,961
38	5599	MISC EXPENSE							
39	5909	IUT/DIST CTR		9	31	0	0	IUT-Distribution	\$0
40	5910	IUT/REPRO CTR	309	74	366	0	0	IUT-Reprographics	\$0
41	5911	IUT/OVERHEAD	7,365	26,283	10,286	19,664	8,772	IUT-Overhead: License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.	\$16,590
42	5998	IUT/ALLOCATIONS				0	0		\$0
43	5600	TAXES/INCOME							
44	Expenses		\$78,422	\$144,325	\$77,320	\$147,657	\$88,486	\$0	\$122,929
45									
46	Net		(\$22,627)	\$35,355	(\$320)	\$753	(\$22,281)	\$0	\$2,276

	A	B	C	D	E	F	G	H	I
1	ACRL Non-Periodical Pubs FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4100	SALES/BOOKS	317,939	376,051	302,128	371,500	219,000	Backlist sales: \$75,000. 150 titles at \$500/title	\$211,000
4	4600	ASSETS RELEASED FROM RESTRICTION				0	0	Sales of new books: \$136,000. 17 new titles at \$8000/title	\$0
5	4601	RETURNS/CREDITS	(27,280)	(24,719)	(26,572)	(26,005)	(17,520)	Returns, @ 8% of sales. (Up from 7% based on FY19 8.79% actual)	(\$16,880)
6	4602	SALES/BOOKS-DISCOUNT	(17,363)	(878)	(299)	0	0		\$0
7	4101	SALES/PAMPHLETS				0	0		\$0
8	4102	SALES - AUDIOVISUAL				0	0		\$0
9	4103	SALES - ONLINE				(1,115)	(2,190)		\$0
10	4104	SALES/RENTL MAIL LISTS				0	0		\$0
11	4421	ROYALTIES	14,831	38,020	63,640	35,000	63,000	Royalties from Univ. of So. Carolina, ALA, MIT Press, Haworth, EBSCO, ProQuest, Gardners, etc	\$72,000
12	Revenues		\$288,126	\$388,475	\$338,897	\$379,380	\$262,290		\$266,120
13									
14	5000	SALARIES & WAGES	76,896	102,634	91,519	104,707	81,331	Salaries @ % of ACRL salaries listed in the salary matrix	\$91,393
15	5001	WAGES/TEMPORARY EMPLOYEES							
16	5002	OVERTIME WAGES				0			
17	5005	ATTRITION FACTOR				0	0		\$0
18	5009	ACCRUED VACATION WAGES				0	0		\$0
19	5010	EMPLOYEE BENEFITS	23,498	30,787	28,193	33,049	27,114	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,430
20	5122	BANK S/C	42	5		25	6,351	Bank Credit card	\$0
21	5130	LOBBYING / CONSULTING							
22	5140	EQUIP/FURN REPAIRS				0	0		\$0
23	5141	MAINTENANCE AGREEMENTS							
24	5150	MESSENGER SERVICE	52	39		45	0	Messenger	\$0
25	5151	DUPLICATION/OUTSIDE				0			
26	5210	TRANSPORTATION				0	0	PIL Editor & Content Strategist travel	\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Non-Periodical Pubs FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
27	5212	LODGING & MEALS				0	0		\$0
28	5214	ENTERTAINMENT				0	0	Recruitment & Acquisition of Content	\$0
29	5350	PROGRAM ALLOCATION				0	0		\$0
30	5400	EDITORIAL/PROOFREADING/OUTSIDE	10,959	20,688	16,475	24,300	18,200	Editorial/Proofreading (17 @ \$1300)	\$22,100
31	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	Typesetting	\$0
32	5402	PRINTING-OUTSIDE	26,255	33,411	32,056	41,000	37,200	Outside printing of 17 new titles @ \$2,300/title, with an additional \$2500 for reprints	\$41,600
33	5403	BINDING-OUTSIDE				0	0		\$0
34	5404	DESIGN SERVICE-OUTSIDE	161	80	241	250	3,000	Potential design of 1 of the 17 new books	\$3,000
35	5406	REVIEW SERVICE				0	0		\$0
36	5410	MAIL SERVICE-OUTSIDE			67	0	0		\$0
37	5411	ADVERTISING/SPACE				0	0	Advertising space purchase	\$0
38	5412	ADVERTISING/DIRECT				5,000	5,000	Printing/distribution of Publications catalogs and flyers	\$5,000
39	5413	MAIL LIST RENTAL				0	0	Mailing list rental	\$0
40	5414	SUPPLIES/PRODUCTION				0	0	Formatting ebooks has been brought in-house and is reflected in the time study for salaries and benefits.	\$0
41	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	100	77	12	100	25	Pre-Press/Photographic	\$25
42	5416	ADVERTISING PRODUCTION COST				0	0		\$0
43	5420	COPYRIGHT FEES		3,000		990	770	Copyright fees 17 new books @ \$55 each	\$935
44	5430	WEB OPERATING EXPENSES				0	0		\$0
45	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0		\$0
46	5432	PURCHASED INVENTORY				0	0		\$0
47	5433	ORDER PROCESSING/FULFILLMENT	24,220	31,331	22,775	31,578	17,520	Transaction Fee/Order Fulfillment, calculated at 11% of sales (line 4100)	\$23,210
48	5480	COST OF SALES	56,318	70,029	38,553	70,585	39,420	Cost of sales, calculated as 18% of sales (line 4100)	\$37,980
49	5490	INVENTORY ADJUSTMENT	(35,943)	(55,342)	(79,262)	(66,640)	(59,195)	Inventory adjustment. Total of lines 5400, 5401, 5402, 5404, 5415, and 5420.	(\$67,660)
50	5499	INVENTORY RESERVE ADJUSTMENT	2,000	4,329	2,000	2,000	2,000	Inventory Reserve Adjustment (removal of out-of-print titles from stock, est. \$2,000 residual value)	\$2,000
51	5523	POSTAGE/E-MAIL	3,789	6,694	5,049	7,000	6,000	Mailing books to reviewers and authors	\$6,000
52	5525	UTILITIES				0	0		\$0
53	5530	DEPRECIATION F/E	333	344	624	0	0		\$0
54	5531	DEPRECIATION BUILDING				0	0		\$0
55	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0		\$0
56	5533	DO NOT USE N/S Intangible Assets							
57	5540	ROYALTY EXPENSE	22,594	27,116	20,598	18,575	10,950	Royalty Expenses - Included are royalties ACRL pays its own authors. Royalties are reduced, as ACRL previously paid 10% royalties on sales to ALA Publishing. Royalties paid to ACRL Authors: (10% x 50% of Line 4100)	\$10,550
58	5541	COLLECTION EXPENSE							
59	5543	BAD DEBT EXPENSE	3,446	3,667	4,000	4,000	4,000	Bad debt, 1% of gross revenues	\$4,000
60	5544	INTEREST EXPENSE				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Non-Periodical Pubs FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
61	5545	TAXES/PROPERTY				0	0		\$0
62	5550	PROMOTION				0	0		\$0
63	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
64	5599	MISC EXPENSE	4,730	4,222	3,317	5,205	4,340	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$5,150
65	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
66	5909	IUT/DIST CTR	1,117	939	1,259	1,000	1,300	IUT-Distribution	\$1,300
67	5910	IUT/REPRO CTR	53	18	24	100	100	IUT-Reprographics	\$100
68	5912	IUT-Copyediting/Proofreading				0	0		\$0
69	5913	IUT-Composition/Alteration				0	0		\$0
70	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
71	5941	IUT/CHOICE				4,309	4,309	Support to CHOICE for management of publishing initiatives.	\$4,309
72	5942	IUT/ADVERTISING				0	0		\$0
73	5999	IUT/MISC				0	0		\$0
74	5911	IUT/OVERHEAD	36,075	46,260	36,472	45,630	26,406	IUT-Overhead - Revenues from sales of books are charged 50% of ALA overhead rate on revenues (4100+4103+4601).	\$25,721
75	5998	IUT/ALLOCATIONS				0	0		\$0
76	5600	TAXES/INCOME							
77	Expenses		\$256,695	\$330,329	\$223,970	\$332,809	\$236,141		\$247,143
78									
79	Net		\$31,431	\$58,146	\$114,927	\$46,571	\$26,149		\$18,977

	A	B	C	D	E	F	G	H	I
1	ACRL Diversity Alliance FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES			2,930	0	5,490		
4	4430	MISCELLANEOUS FEES	17,450	0		0	0	\$10,000 in partial revenue for subsidized RoadShow	\$10,000
5	4490	MISCELLANEOUS REVENUE		25,500	27,000	24,000	21,600	Diversity Alliance fees: 35 institutions @ \$500. Number of institutions based on 75% of 2020 membership.	\$17,500
6		Revenues	\$17,450	\$25,500	\$29,930	\$24,000	\$27,090		\$27,500
7									
8	5000	SALARIES & WAGES	10,100	16,119	10,021	25,083	8,905	Salaries at % of ACRL total salaries listed in salary matrix	\$33,277
9	5001	WAGES/TEMPORARY EMPLOYEES							
10	5002	OVERTIME WAGES				0			
11	5005	ATTRITION FACTOR				0	0		\$0
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	3,087	4,835	3,087	7,917	2,969	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$11,080
14	5121	AUDIT/TAX FEES				0	0		\$0
15	5122	BANK S/C	89	428	384	468	677	Bank Charges on credit cards. 2.5% of revenues.	\$688
16	5210	TRANSPORTATION			933	0	0	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions. 5 subsidized RSs on a partial cost-recovery model. Delivery to 5 locations estimated direct cost of \$5,250 total for travel (2 presenters x 5 workshop locations) * (\$450 flight + \$75 ground transportation).	\$5,250
17	5212	LODGING & MEALS			1,314	0	0	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions: \$4,000 total lodging/meals = (2 presenters x 5 workshop locations) * (\$300 hotel for 2 days) + (\$50/day * 2 days per diem).	\$4,000

	A	B	C	D	E	F	G	H	I
1	ACRL Diversity Alliance FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
18	5301	CONFERENCE EQUIPMENT RENTAL			3,696	0	0		\$0
19	5302	MEAL FUNCTIONS			6,394	0	2,280		
20	5303	EXHIBITS				0	0		\$0
21	5304	SPEAKER/GUEST EXPENSE			2,535	0	950		
22	5305	SPEAKER/GUEST HONORARIUM			4,750	750	750	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions: \$7,500 honorarium total = (\$750 x 2 presenters x 5 locations); Spectrum Scholar Mentor Program webinar presenter stipend - \$300	\$7,800
23	5350	PROGRAM ALLOCATION		7,304	8,105	31,500	31,500		\$1,500
24	5030	STAFF RECRUITMENT/RELOCATION				0	0	\$1,500 in ongoing costs for the ACRL Diversity Alliance.	\$0
25	5031	STAFF DEVELOPMENT				0	0		\$0
26	5500	SUPPLIES/OPERATING			574	1,000	1,000	Supplies	\$200
27	5525	UTILITIES				0	0		\$0
28	5530	DEPRECIATION F/E	44	54	68	0	0		\$0
29	5543	BAD DEBT EXPENSE			148	148	148		\$148
30	5599	MISC EXPENSE	631	663	363	913	475	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,875
31	5909	IUT/DIST CTR				0	0	IUT-Distribution	\$0
32	5910	IUT/REPRO CTR	175		160	200	200	IUT-Reprographics	\$200
33	5911	IUT/OVERHEAD	2,303	3,366	388	6,390	5,724	IUT-General Overhead IUT 100% of ALA General overhead rate on revenue from misc. fees revenue (line 4490).	\$2,650
34	5998	IUT/ALLOCATIONS				0	0		\$0
35	5600	TAXES/INCOME							
36	Expenses		\$16,429	\$32,770	\$42,920	\$74,369	\$55,578		\$68,668
37									
38	Net		\$1,021	(\$7,270)	(\$12,990)	(\$50,369)	(\$28,488)		(\$41,168)

	A	B	C	D	E	F	G	H	I
1	ACRL New Roles FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4430	MISCELLANEOUS FEES				0	0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	Misc. Revenue	\$0
5	Revenues		\$0	\$0	\$0	\$0	\$0		\$0
6									
7	5000	SALARIES & WAGES	2,832	2,898	4,245	10,281	3,772	Salaries at % of ACRL total salaries listed in salary matrix	\$15,450
8	5001	WAGES/TEMPORARY EMPLOYEES							
9	5002	OVERTIME WAGES				0			
10	5005	ATTRITION FACTOR				0	0		\$0
11	5009	ACCRUED VACATION WAGES				0	0		\$0
12	5010	EMPLOYEE BENEFITS	866	869	1,308	3,245	1,258	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,144
13	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
14	5350	PROGRAM ALLOCATION		10,000	1,500	5,500	2,500	\$1000 for potential goal-area activities in consultation with the chair of the New Roles and Changing Landscapes Committee, plus \$1,500 for ongoing development costs for the online Leading Change cohort	\$2,500
15	5550	PROMOTION				0	0		\$0
16	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
17	5599	MISC EXPENSE	177	119	154	457	201	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$871
18	5600	TAXES/INCOME							
19	Expenses		\$3,875	\$13,886	\$7,207	\$19,483	\$7,731		\$23,965
20									
21	Net		(\$3,875)	(\$13,886)	(\$7,207)	(\$19,483)	(\$7,731)		(\$23,965)

	A	B	C	D	E	F	G	H	I
1	ACRL Council of Liaisons		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4430	MISCELLANEOUS FEES				0	0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	Misc. Revenue	\$0
5	Revenues		\$0	\$0	\$0	\$0	\$0		\$0
6									
7	5000	SALARIES & WAGES	13,635	13,475	9,081	19,302	8,070	Salaries at % of ACRL total salaries listed in salary matrix	\$11,885
8	5001	WAGES/TEMPORARY EMPLOYEES							
9	5002	OVERTIME WAGES				0			
10	5005	ATTRITION FACTOR				0	0		\$0
11	5009	ACCRUED VACATION WAGES				0	0		\$0
12	5010	EMPLOYEE BENEFITS	4,166	4,041	2,797	6,092	2,690	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,957
13	5015	TUITION REIMBURSEMENT				0	0		\$0
14	5016	PROFESSIONAL MEMBERSHIPS	9,983	8,850	6,779	12,647	12,647	Memberships: CNI (\$8,450), Freedom to Read, FTRF (\$100), CHEMA (\$400); American Council of Learned Societies, ACLS (\$1,200); National Humanities Alliance, NHA (\$2,000).	\$12,150
15	5151	DUPLICATION/OUTSIDE				0			
16	5210	TRANSPORTATION	109		296	0	0		\$0
17	5212	LODGING & MEALS			165	0	0		\$0
18	5214	ENTERTAINMENT				0	0		\$0
19	5216	BUSINESS MEETINGS	125			0	0	Business meetings, registration fees (charged to 5350)	\$0
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
21	5350	PROGRAM ALLOCATION	22,801	16,986	21,696	22,000	5,000	\$5,000 to support strategic liaison relationships as needed and awarded by the Liaisons Coordinating Committee.	\$5,000
22	5530	DEPRECIATION F/E	59	45	62	0	0		\$0
23	5599	MISC EXPENSE	852	554	329	731	431	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$670
24	5600	TAXES/INCOME							
25	Expenses		51,730	43,951	41,205	60,773	28,838		\$33,662
26									
27	Net		(51,730)	(43,951)	(41,205)	(60,773)	(28,838)		(\$33,662)

	A	B	C	D	E	F	G	H	I
1	ACRL Scholarly Communication FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4421	ROYALTIES				0	0		\$0
6	4429	OVRLD-EXMPT REVENUE/DIVISIONS				0	0		\$0
7	4430	MISCELLANEOUS FEES	10,000	10,000	9,856	10,000	0		\$0
8	4490	MISCELLANEOUS REVENUE				0	0		\$0
9	Revenues		\$10,000	\$10,000	\$9,856	\$10,000	\$0		\$0
10									
11	5000	SALARIES & WAGES	13,690	28,634	40,151	40,241	26,692	Salaries @ % of ACRL salaries listed in salary matrix	\$40,408
12	5001	WAGES/TEMPORARY EMPLOYEES							
13	5002	OVERTIME WAGES				0			
14	5005	ATTRITION FACTOR				0	0		\$0
15	5009	ACCURED VACATION WAGES				0	0		\$0
16	5010	EMPLOYEE BENEFITS	4,184	8,589	12,369	12,701	8,898	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$13,454
17	5041	BLUE CROSS REFUND							
18	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
19	5110	PROFESSIONAL SERVICES	(970)			0	0		\$0
20	5120	LEGAL FEES				0	0		\$0
21	5121	AUDIT/TAX FEES				0	0		\$0
22	5122	BANK S/C	114	114	57	0	100	0	\$100
23	5130	LOBBYING / CONSULTING							
24	5210	TRANSPORTATION	7,144		690	0	0		\$0
25	5212	LODGING & MEALS	0		(251)	0	0		\$0
26	5304	SPEAKER/GUEST EXPENSE	4,346	10,825	9,132	9,250	0		\$0
27	5305	SPEAKER/GUEST HONORARIUM	8,796	7,500	8,250	7,500	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Scholarly Communication FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
			31,938	61,600	81,513	69,447	40,757	<ul style="list-style-type: none"> • \$30,000 for research grants to practitioner-scholar academic librarians; • \$1,000 scholarly communication activities TBD and travel; • \$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 OpenCon2021 1 sponsored scholarships 	\$59,760
28	5350	PROGRAM ALLOCATION							
29	5403	BINDING-OUTSIDE				0	0		\$0
30	5404	DESIGN SERVICE-OUTSIDE	0		12	0	0		\$0
31	5523	POSTAGE/E-MAIL				0	0		\$0
32	5525	UTILITIES				0	0		\$0
33	5530	DEPRECIATION F/E	59	96	274	0	0		\$0
34	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
35	5599	MISC EXPENSE	855	1,178	1,455	1,826	1,424	0	\$2,277
36	5909	IUT/DIST CTR				0	0	Distribution Center	\$0
37	5910	IUT/REPRO CTR			119	0	0	Repro	\$0
38	5999	IUT/MISC				0	0		\$0
39	5911	IUT/OVERHEAD	1,320	1,320	1,306	1,325	0	IUT 50% of ALA General overhead rate on revenue from licensed workshop fees.	\$0
40	5998	IUT/ALLOCATIONS				0	0		\$0
41	5600	TAXES/INCOME							
42	Expenses		\$71,476	\$119,856	\$155,076	\$142,290	\$77,871		\$115,999
43									
44	Net		(\$61,476)	(\$109,856)	(\$145,220)	(\$132,290)	(\$77,871)		(\$115,999)

	A	B	C	D	E	F	G	H	I
1	ACRL Value of Academic Libraries FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4429	OVRLD-EXMPT REVENUE/DIVISIONS		0	37,250	0	0		\$0
4	4430	MISCELLANEOUS FEES				0	0		\$0
5	4490	MISCELLANEOUS REVENUE				0	0		\$0
6	Revenues		\$0	\$0	\$37,250	\$0	\$0		\$0
7									
8	5000	SALARIES & WAGES	22,121	61,410	17,423	40,241	24,502	Salaries @ % of ACRL salaries in salary matrix	\$32,089
9	5001	WAGES/TEMPORARY EMPLOYEES							
10	5002	OVERTIME WAGES				0			
11	5005	ATTRITION FACTOR				0	0		\$0
12	5009	ACCURED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	6,759	18,421	5,367	12,701	8,168	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$10,684
14	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
15	5110	PROFESSIONAL SERVICES	1,064	198		0	0		\$0
16	5151	DUPLICATION/OUTSIDE				0			
17	5210	TRANSPORTATION	2,823		495	0	0		\$0
18	5212	LODGING & MEALS	2,301		41	0	0		\$0
19	5301	CONFERENCE EQUIPMENT RENTAL				0	0		\$0
20	5302	MEAL FUNCTIONS	4,890			0	0		\$0
21	5350	PROGRAM ALLOCATION	68,341	34,598	33,775	46,250	1,000	\$1,000 for potential VAL activities in consultation with the chair of the VAL committee).	\$1,000
22	5525	UTILITIES				0	0		\$0
23	5530	DEPRECIATION F/E	96	206	119	0	0		\$0
24	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
25	5599	MISC EXPENSE	1,382	2,526	631	1,826	1,307	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,808
26	5909	IUT/DIST CTR				0	0		\$0
27	5910	IUT/REPRO CTR		709		0	0		\$0
28	5998	IUT/ALLOCATIONS				0	0		\$0
29	5600	TAXES/INCOME							
30	Expenses		\$109,776	\$118,069	\$57,851	\$101,018	\$34,977		\$45,581
31									
32	Net		(\$109,776)	(\$118,069)	(\$20,601)	(\$101,018)	(\$34,977)		(\$45,581)

	A	B	C	D	E	F	G	H	I
1	ACRL Government Relations FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4490	MISCELLANEOUS REVENUE				0	0		\$0
4	Revenues		\$0	\$0	\$0	\$0	\$0		\$0
5									
6	5000	SALARIES & WAGES	13,690	19,899	12,546	25,083	11,150	Salaries @ % of ACRL salaries in salary matrix	\$21,392
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES				0			
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	4,184	5,969	3,865	7,917	3,717	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$7,123
12	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0		\$0
13	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
14	5350	PROGRAM ALLOCATION	17,671	29,915	25,678	23,000	17,010	\$15,010 for Library Copyright Alliance (\$15,010 shown in SC project 3702);	\$15,010
15	5525	UTILITIES				0	0		\$0
16	5530	DEPRECIATION F/E	59	67	85	0	0		\$0
17	5599	MISC EXPENSE	855	818	455	1,065	595	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,206
18	5998	IUT/ALLOCATIONS				0	0		\$0
19	5600	TAXES/INCOME							
20	Expenses		\$36,459	\$56,668	\$42,629	\$57,065	\$32,472		\$44,731
21									
22	Net		(\$36,459)	(\$56,668)	(\$42,629)	(\$57,065)	(\$32,472)		(\$44,731)

	A	B	C	D	E	F	G	H	I
1	ACRL Student Learning Initiatives		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	Revenues		0	0	0	0	0		\$0
4									
5	5000	SALARIES & WAGES	4,249	3,015	5,280		4,692	Salaries % of ACRL total salaries listed in the salary matrix	\$30,900
6	5001	WAGES/TEMPORARY EMPLOYEES							
7	5002	OVERTIME WAGES							
8	5005	ATTRITION FACTOR				0	0		\$0
9	5009	ACCRUED VACATION WAGES				0	0		\$0
10	5010	EMPLOYEE BENEFITS	1,301	904	1,626	0	1,564	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$10,288
11	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
12	5110	PROFESSIONAL SERVICES	1,366			0	0		\$0
13	5150	MESSANGER SERVICE	12			0	0		\$0
14	5151	DUPLICATION/OUTSIDE				0			
15	5210	TRANSPORTATION	1,522			0	0		\$0
16	5212	LODGING & MEALS	435			0	0		\$0
17	5304	HONORARIUM							\$2,500
18	5305	SPEAKER/GUEST HONORARIUM	5,250			0	0		\$0
19	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
20	5350	PROGRAM ALLOCATION	33,542	26,500	26,500	2,500	1,000	Maintenance and development of the Information Literacy Sandbox (\$5,000); potential SLILC activities (\$1,000)	\$6,000
21	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
22	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
23	5402	PRINTING-OUTSIDE	23			0	0		\$0
24	5420	COPYRIGHT FEES				0	0		\$0
25	5430	WEB OPERATING EXPENSES	2,970	6,780	10,870	7,920	570		\$570
26	5031	STAFF DEVELOPMENT				0	0		\$0
27	5500	SUPPLIES/OPERATING	119			0	0		\$0
28	5525	UTILITIES				0	0		\$0
29	5530	DEPRECIATION F/E	18	10	36	0	0		\$0
30	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
31	5599	MISC EXPENSE	265	124	191	183	250	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,741
32	5908	IUT/MAINTENANCE				0	0		\$0
33	5909	IUT/DIST CTR				0	0	IUT-Distribution	\$0
34	5910	IUT/REPRO CTR				0	0	IUT - Reprographics	\$0
35	5942	IUT/ADVERTISING				0	0		\$0
36	5999	IUT/MISC				0	0	IUT-Misc.	\$0
37	5911	IUT/OVERHEAD				0	0		\$0
38	5998	IUT/ALLOCATIONS				0	0		\$0
39	5600	TAXES/INCOME							
40	Expenses		\$51,071	\$37,333	\$44,503	\$10,603	\$8,076		\$51,999
41									
42	Net		(\$51,071)	(\$37,333)	(\$44,503)	(\$10,603)	(\$8,076)		(\$51,999)

	A	B	C	D	E	F	G	H	I
1	ACRL Project Outcome FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4429	OVRLD-EXMPT REVENUE/DIVISIONS		0	37,250	0	0	0	\$0
4	4430	MISCELLANEOUS FEES				0	1,750		
5	4490	MISCELLANEOUS REVENUE				0	750	Revenue from 1 new group account (\$750), paid learning (\$1750), and 2 sponsored webinars (\$4,250 after expenses and revenue split with PLA)	\$6,750
6	4611	COMMISSION/SALES REP						Pam Marino commission on webinar sponsorship	(\$225)
7	Revenues		\$0	\$0	\$37,250	\$0	\$2,500		\$6,525
8									
9	5000	SALARIES & WAGES		26,357	8,772	61,157	8,550	Salaries @ % of ACRL salaries in salary matrix	\$25,976
10	5001	WAGES/TEMPORARY EMPLOYEES							
11	5002	OVERTIME WAGES				0			
12	5005	ATTRITION FACTOR				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Project Outcome FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
13	5009	ACCRUED VACATION WAGES				0	0		\$0
14	5010	EMPLOYEE BENEFITS		7,907	2,702	19,303	2,850	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$8,649
15	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
16	5110	PROFESSIONAL SERVICES			184,793	20,000	0		\$0
17	5120	LEGAL FEES				0	0		\$0
18	5121	AUDIT/TAX FEES				0	0		\$0
19	5122	BANK S/C				0	0	Bank fees	\$0
20	5210	TRANSPORTATION			346	0	0		\$0
21	5212	LODGING & MEALS			274	0	0		\$0
22	5303	EXHIBITS				0	0		\$0
23	5304	SPEAKER/GUEST EXPENSE				0	0	Presenter travel costs for half-day training workshops. Per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation). Hosts are billed directly for costs, so costs zero out.	\$0
24	5305	SPEAKER/GUEST HONORARIUM				0	400	Workshop presenter honorarium (\$400 each)	\$400
25	5306	AWARDS				(13,000)	0		\$0
26	5307	SECURITY SERVICES				0	0		\$0
27	5308	SPECIAL TRANSPORTATION				0	0		\$0
28	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0		\$0
29	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
30	5350	PROGRAM ALLOCATION		14,254	18,884	42,500	0		\$0
31	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
32	5402	PRINTING-OUTSIDE				0	300	Printing flyers	\$300
33	5420	COPYRIGHT FEES				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Project Outcome FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
34	5430	WEB OPERATING EXPENSES			11,415	76,600	60,550	Monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes \$250/month for Amazon Web Services (hosting), \$225/month for server management, and \$50/month for Civilized Discourse (peer discussion board). Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at \$3000/month). An additional \$24,250 is included for site improvements and new features (\$12,000 of this is earmarked for adding in the NSSE HIP to the toolkit).	\$66,550
35	5525	UTILITIES				0	0		\$0
36	5530	DEPRECIATION F/E		88	60	0	0		\$0
37	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
38	5599	MISC EXPENSE		1,084	318	2,892	456	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,464
39	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
40	5942	IUT/ADVERTISING				0	0	Pam Marino time selling sponsored webinars (5 hours at \$35)	\$350
41	5999	IUT/MISC			20,000	0	0		\$0
42	5911	IUT/OVERHEAD				0	331	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues	\$865
43	5998	IUT/ALLOCATIONS				0	0		\$0
44	5600	TAXES/INCOME							
45	Expenses		\$0	\$49,690	\$247,565	\$209,452	\$73,437		\$104,554
46									
47	Net		\$0	(\$49,690)	(\$210,315)	(\$209,452)	(\$70,937)		(\$98,029)

	A	B	C	D	E	F	G	H	I
1	ACRL RBMS Conference FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	140,355	162,947	145,260	137,009	123,471	Registration Fees: RBMS Conference: 285 members @ \$295; 110 non-members @ \$340; 25 students @ \$140; 12 one-day registrations @ \$160; 20 late fees @ \$50 = \$1,000; Workshop revenue from 3 workshops with 18 ea @ \$170; ALL budgeted @ 95%.); Minimum Number of Paid Registrants 95% = 399 (budget based on 420 total, \$135,300 rev and 490 registrants is average total attendance in last 4 years)	\$123,471
4	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		
5	4400	DONATIONS/HONORARIA	79,600	91,650	74,900	65,000	59,500	\$24,000 for Booksellers Showcase Donations (40 booths, at \$600), plus \$46,000 in additional donations (History for past 4 years is 73K, 79K, 68K, 62K totals respectively)	\$59,500
6	4420	INT/DIV				0	0		\$0
7	4429	OVRHD-EXMPT REVENUE/DIVISIONS	10,106	2,825	3,085	5,600	3,000	Income for tours offset by entertainment line below	\$3,000
8	4430	MISCELLANEOUS FEES				0	0		\$0
9	4490	MISCELLANEOUS REVENUE				0	0		\$0
10	Revenues		\$230,061	\$257,422	\$223,245	\$207,609	\$185,971		\$185,971
11									
12	5000	SALARIES & WAGES	30,684	40,292	38,131	38,604	33,886	Salaries at % of ACRL total; based on previous year's activity	\$39,709
13	5001	WAGES/TEMPORARY EMPLOYEES							
14	5002	OVERTIME WAGES				0			
15	5005	ATTRITION FACTOR				0	0		\$0
16	5009	ACCRUED VACATION WAGES				0	0		\$0
17	5010	EMPLOYEE BENEFITS	9,378	12,087	11,747	12,185	11,297	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$13,221
18	5110	PROFESSIONAL SERVICES		0		0	0	Professional Services	\$0
19	5120	LEGAL FEES				0	0		\$0
20	5121	AUDIT/TAX FEES				0	0		\$0
21	5122	BANK S/C	3,088	5,459	5,031	5,500	5,500	Bank fees & Credit Card Fees from Registration Processing based on 19 actual	\$5,500

	A	B	C	D	E	F	G	H	I
1	ACRL RBMS Conference FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
22	5141	MAINTENANCE AGREEMENTS							
23	5150	MESSENGER SERVICE	420	618	510	750	500	Messenger Service / FedEx	\$500
24	5151	DUPLICATION/OUTSIDE				0			
25	5210	TRANSPORTATION	2,667	2,081	3,404	2,800	1,000	1 Person site-visit for 2020 conference (Staff) @ \$500 ea. Vicinity travel for Site Visit = \$200, 1 Staff Flight for Onsite from Chicago to TBD @ \$500, Vicinity travel for staff onsite \$100 (based on 19 actual).	\$1,000
26	5212	LODGING & MEALS	1,346	1,017	2,265	5,950	2,500	2019 Site Visit 3 people x 2 nights lodging comp + 3 people x 3 days per diem @ \$50 ea. 2 Staff Person onsite @ 4 nights \$250 (\$200 hotel, \$50 per diem) + Exec Director Lodging + per diem @ 3 nights \$250 per (based on 19 actual)	\$2,500
27	5214	ENTERTAINMENT		3,352	160	2,750	3,000	Tour Expenses (offset by 4429)	\$3,000
28	5300	FACILITIES RENT	3,812	1,674		6,500	5,000	Venue Rental Fees for offsite reception	\$5,000
29	5301	CONFERENCE EQUIPMENT RENTAL	13,478	23,389	26,723	20,500	22,000	Based on Quote from KVL at Hyatt	\$22,000
30	5302	MEAL FUNCTIONS	39,771	78,916	47,373	52,050	40,000	3 workshops at \$850, Mixer at \$4500, Wed Showcase Reception at \$16325, Schol Bfast at \$2500, Wed AM Break at 5000, Wed PM Break at 3500, Wed , Thurs AM Break at \$5000, Thurs PM Break at \$3500, Fri AM Break at \$3500 (F&B MIN = 30K + 25% tax and 6%grat = \$39,300 inc) Tues night is restaurant night. Thursday Evening reception at \$20000 removed	\$40,000
31	5303	EXHIBITS				0	0		\$0
32	5304	SPEAKER/GUEST EXPENSE	3,288	4,524	2,486	5,000	6,000	Speaker Reimbursement Plenary: 4 x \$1000 ea + Workshops (200/person x10)	\$6,000
33	5305	SPEAKER/GUEST HONORARIUM	1,200	1,800	3,200	2,000	3,000	Speaker Honorarium Plenary 6 @ 500 ea.	\$3,000
34	5306	AWARDS				(7,550)	0		\$0
35	5307	SECURITY SERVICES				0	0		\$0
36	5308	SPECIAL TRANSPORTATION	6,634	3,066	2,872	0	0	No bussing	\$0
37	5402	PRINTING-OUTSIDE	4,721	2,826	3,214	3,000	3,500	No postcard, 2426 book, 788 workshops	\$3,500
38	5031	STAFF DEVELOPMENT				0	0		\$0
39	5500	SUPPLIES/OPERATING	6,407	5,390	1,133	950	1,500	2 Scooters \$430+ Napkins \$696+\$100 Ribbons +100 Binders	\$1,500
40	5522	TELEPHONE/FAX				0	0		\$0
41	5523	POSTAGE/E-MAIL	686	716		805	805	Postage/e-mail, first class mailing = 2,300 pieces @ \$.35 postcard rate	\$805
42	5525	UTILITIES				0	0		\$0
43	5530	DEPRECIATION F/E	133	135	260	0	0		\$0
44	5543	BAD DEBT EXPENSE	100	100	250	100	250	Bad debt based on FY18 actuals	\$250
45	5544	INTEREST EXPENSE				0	0		\$0
46	5545	TAXES/PROPERTY				0	0		\$0
47	5550	PROMOTION				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL RBMS Conference FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
48	5560	ORG SUPPORT/CONTRIBUTION			(5,655)	0	(5,050)	Scholarship Registration fees contra expense (15 students @ \$140 ea + 10 Full @ \$295)	(\$5,050)
49	5599	MISC EXPENSE	1,917	1,657	1,382	2,034	1,808	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$2,238
50	5909	IUT/DIST CTR	49	68	23	75	50	IUT Distribution	\$50
51	5910	IUT/REPRO CTR	246	55	240	100	250	IUT Reprographics	\$250
52	5940	IUT/REGISTRATION PROCESSING	3,465	1,586	3,932	3,750	4,200	IUT Registration: based on '18 actuals approx 80% register online @ \$4.50 ea, 25% register mail/fax @ \$5.50 ea., 1 set extra badges \$50. Postage for mailing badges \$150	\$4,200
53	5942	IUT/ADVERTISING				0	0	IUT Advertising	\$0
54	5999	IUT/MISC				0	0		\$0
55	5911	IUT/OVERHEAD	37,054	43,018	38,465	36,307	32,720	IUT General overhead	\$32,720
56	5998	IUT/ALLOCATIONS				0	0		\$0
57	5600	TAXES/INCOME							
58	Expenses		\$170,544	\$233,825	\$187,146	\$194,160	\$173,716		\$181,893
59									
60	Net		\$59,517	\$23,597	\$36,099	\$13,449	\$12,255		\$4,078

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2023 Pittsburgh FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4140	ADVERTISING/GROSS			66,825	0	0	NA, revenue recognized in FY21	\$0
4	4611	COMMISSION/SALES REP			17,460	0	0		\$0
5	4612	COMMISSION/ADVERTISING AGENCY		(23,000)	(63,805)	0	0	Exhibits Management, Corcoran Exhibitions. 8 months exhibits management @ \$3,000 per month = \$24,000.	(\$24,000)
6	4142	ADVERTISING/CLASSIFIED				0	0		\$0
7	4200	REGISTRATION FEES	0	(390)	1,295,297	0	0	NA, revenue recognized in FY21	\$0
8	4210	EXHIBIT SPACE RENTALS	0	0	846,498	0	0	NA, revenue recognized in FY21	\$0
9	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		\$0
10	4400	DONATIONS/HONORARIA	0	0	382,919	0	0	NA, revenue recognized in FY21	\$0
11	4429	OVHED-EXMPT REVENUE/DIVISIONS		60,025	4,470	0	0	NA, revenue recognized in FY21	\$0
12	4430	MISCELLANEOUS FEES				0	0		\$0
13	4490	MISCELLANEOUS REVENUE				0	0		\$0
14	Revenues		\$0	\$36,635	\$2,549,663	\$0	\$0		(\$24,000)
15									
16	5000	SALARIES & WAGES	28,011	73,560	171,423	19,465	19,637	Salaries 23	\$92,586
17	5001	WAGES/TEMPORARY EMPLOYEES							
18	5002	OVERTIME WAGES				0			
19	5005	ATTRITION FACTOR				0	0		\$0
20	5009	ACCRUED VACATION WAGES				0	0		\$0
21	5010	EMPLOYEE BENEFITS	8,559	22,066	52,807	6,144	6,547	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,827
22	5110	PROFESSIONAL SERVICES		29,845	82,430	0	0	Online Proposal Management (Call for Participation) @ \$8,000. 1000 Web Hosting, 6000 Digital Poster Deposit, Registration Management, charges in FY21	\$15,000
23	5122	BANK S/C		4,873	48,361	0	0	Bank Service Fees	\$6,500
24	5150	MESSENGER SERVICE			872	0	0		\$0
25	5210	TRANSPORTATION	0	920	17,528	3,000	3,000	Travel, out of town: ACRL staff and conference chair site visits to Pittsburgh - 2 staff and 1 chair @ \$500 = \$1500. Vicinity travel @ 3 @ \$75 = \$225.	\$1,725
26	5212	LODGING & MEALS	0	96	4,614	1,500	1,500	Travel, housing: lodging for 6 nights @ comp for planing trips by ACRL staff and conference chair. Per diem @ \$50 x 2 x 3 = \$300.	\$300
27	5214	ENTERTAINMENT		1,530	6,432	0	0		\$0
28	5300	FACILITIES RENT		8,400	40,531	0	0	Facilities rental: Deposit for Pittsburgh Convention Center due July 2020 @\$ 22,000 (50% of \$45K), All-Confernce Reception (20K w/ 50%% deposit), Chair's Reception (based on 50% deposit)	\$37,000

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2023 Pittsburgh FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
29	5301	CONFERENCE EQUIPMENT RENTAL			400,879	0	0	0	\$0
30	5302	MEAL FUNCTIONS			373,844	0	0	Reception F+B deposits	\$1,000
31	5303	EXHIBITS			105,021	0	0	0	\$0
32	5304	SPEAKER/GUEST EXPENSE			11,856	0	0	0	\$0
33	5305	SPEAKER/GUEST HONORARIUM		32,500	39,800	0	0	Speaker honorarium, deposits for keynote speakers, 2 at 15K each	\$30,000
34	5306	AWARDS			(58,860)	0	0	0	\$0
35	5307	SECURITY SERVICES			31,854	0	0	0	\$0
36	5308	SPECIAL TRANSPORTATION			21,941	0	0	0	\$0
37	5402	PRINTING-OUTSIDE	0	376	33,617	0	0	Printing: Call for Participation in C&RL News @ \$4,000. Promo pieces @ \$2,000. Misc. printing @ \$3,000. (first registration mailer FY21)	\$9,000
38	5403	BINDING-OUTSIDE				0	0		\$0
39	5404	DESIGN SERVICE-OUTSIDE	14,850	3,388	22,445	0	0	Pittsburgh conference look and feel in FY21 3808 budget (Pittsburgh look will happen by Aug 2021); Pivot proposal to include design work for Call for Participation, Email Headers, Website Sliders, Conference Swag @ \$12,000. Misc. cushion @ \$3,000	\$15,000
40	5406	REVIEW SERVICE				0	0		\$0
41	5410	MAIL SERVICE-OUTSIDE	0		1,302	0	0	Mail service outside	\$800
42	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		10,225	16,465	0	0	Headshot Studio Deposit	\$11,000
43	5416	ADVERTISING PRODUCTION COST				0	0		\$0
44	5420	COPYRIGHT FEES		1,095	789	0	0	Copyright Fees	\$1,200
45	5500	SUPPLIES/OPERATING	1,487	3,936	28,457	0	0	Supplies, swag, buttons, etc.	\$5,000
46	5510	INSURANCE		6,059		0	0	Cancellation insurance	\$7,000
47	5522	TELEPHONE/FAX			35	0	0	0	\$0
48	5523	POSTAGE/E-MAIL			22,440	0	0	0	\$2,000
49	5525	UTILITIES				0	0	0	\$0
50	5530	DEPRECIATION F/E	121	246	1,168	0	0	0	\$0
51	5531	DEPRECIATION BUILDING				0	0		\$0
52	5560	ORG SUPPORT/CONTRIBUTION			(10,000)	0	0		\$0
53	5599	MISC EXPENSE	1,750	3,026	6,213	913	1,048	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$5,217
54	5908	IUT/MAINTENANCE				0	0		\$0
55	5909	IUT/DIST CTR		10	(5)	0	0	0	\$0
56	5910	IUT/REPRO CTR		217	448	0	0	0	\$0
57	5911	IUT/OVERHEAD	0	(6,072)	573,003	0	0	IUT General overhead	(\$6,360)
58	5998	IUT/ALLOCATIONS				0	0		\$0
59	5600	TAXES/INCOME	(1,200)		0			Unrelated business taxes @ 2% of ad revenue	
60	Expenses		53,579	196,295	2,047,712	31,022	31,732		\$264,795
61									
62	Net		(53,579)	(159,660)	501,952	(31,022)	(31,732)		(\$288,795)

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2025 Minneapolis FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4140	ADVERTISING/GROSS	80,320		0	0	45,000		
4	4143	ADVERTISING/ON-LINE				0			
5	4610	COMMISSION/LINE ADV				0			
6	4611	COMMISSION/SALES REP	98,365	0		0	16,000		
7	4612	COMMISSION/ADVERTISING AGENCY	(91,135)			(24,000)	(48,309)		
8	4142	ADVERTISING/CLASSIFIED				0			
9	4200	REGISTRATION FEES	1,432,100	0		0	1,036,329		
10	4210	EXHIBIT SPACE RENTALS	957,420	0	0	0	767,600		
11	4220	MEAL FUNCTIONS				0			
12	4300	GRANTS/CONTRACTS/AWARDS				0			
13	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0			
14	4400	DONATIONS/HONORARIA	335,300		0	0	250,000		
15	4429	OVHRD-EXMPT REVENUE/DIVISIONS	2,925			0	1,000		
16	4430	MISCELLANEOUS FEES				0			
17	4490	MISCELLANEOUS REVENUE				0			
18		Revenues	\$2,815,296	\$0	\$0	(\$24,000)	\$2,067,620		\$0
19									
20	5000	SALARIES & WAGES	139,553	28,942	22,097	91,354	156,398	Salaries	\$9,941
21	5001	WAGES/TEMPORARY EMPLOYEES							
22	5002	OVERTIME WAGES				0			
23	5005	ATTRITION FACTOR				0	0		
24	5009	ACCRUED VACATION WAGES				0			
25	5010	EMPLOYEE BENEFITS	42,644	8,682	6,807	28,835	52,139	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,310
26	5100	TEMPORARY EMPLOYEES/OUTSIDE	1,719			0	3,000		
27	5110	PROFESSIONAL SERVICES	84,377	75	2,708	15,000	84,700		
28	5120	LEGAL FEES				0			
29	5121	AUDIT/TAX FEES				0			
30	5122	BANK S/C	53,285	1,893	3,902	6,500	52,000		

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2025 Minneapolis FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
31	5130	LOBBYING / CONSULTING							
32	5140	EQUIP/FURN REPAIRS				0			
33	5141	MAINTENANCE AGREEMENTS							
34	5150	MESSANGER SERVICE	1,257	0		0	1,200		
35	5151	DUPLICATION/OUTSIDE				0			
36	5210	TRANSPORTATION	12,160	613	398	1,725	19,920	2025 (Minneapolis) site visits as necessary	\$3,000
37	5212	LODGING & MEALS	4,279	287	103	300	16,200	2025 (Minneapolis) site visits as necessary	\$1,500
38	5214	ENTERTAINMENT	6,636			0	1,000		
39	5216	BUSINESS MEETINGS				0			
40	5219	UNALLOCATED AMERICAN EXPRESS							
41	5300	FACILITIES RENT	48,185			44,500	47,700		
42	5301	CONFERENCE EQUIPMENT RENTAL	353,826			0	162,000		
43	5302	MEAL FUNCTIONS	360,046			1,000	287,704		
44	5303	EXHIBITS	86,553			0	108,000		
45	5304	SPEAKER/GUEST EXPENSE	8,110	0		0	14,000		
46	5305	SPEAKER/GUEST HONORARIUM	43,000			30,000	43,500		
47	5306	AWARDS	0	0		0			
48	5307	SECURITY SERVICES	17,991			0	45,000		
49	5308	SPECIAL TRANSPORTATION	25,866			0	20,000		
50	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	187,000		
51	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0			
52	5350	PROGRAM ALLOCATION				0			
53	5400	EDITORIAL/PROOFREADING/OUTSIDE				0			
54	5401	TYPESETTING/COMPOSITION-OUTSD				0			
55	5402	PRINTING-OUTSIDE	32,681			9,000	24,300		
56	5403	BINDING-OUTSIDE				0			
57	5404	DESIGN SERVICE-OUTSIDE	17,334	0	9,075	15,000	19,987		
58	5406	REVIEW SERVICE				0			
59	5410	MAIL SERVICE-OUTSIDE	2,096			800	1,800		
60	5411	ADVERTISING/SPACE				0			
61	5412	ADVERTISING/DIRECT				0			
62	5413	MAIL LIST RENTAL				0			
63	5414	SUPPLIES/PRODUCTION				0			
64	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	26,066			11,000	14,000		
65	5416	ADVERTISING PRODUCTION COST				0			
66	5420	COPYRIGHT FEES	744			1,200	825		
67	5500	SUPPLIES/OPERATING	25,981	22		7,500	35,200		

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2025 Minneapolis FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
68	5501	EQUIPMENT & SOFTWARE/MINOR				0			
69	5502	REFERENCE MATERIAL/PERIODICALS				0			
70	5510	INSURANCE				7,000			
71	5520	EQUIPMENT RENTAL/LEASE				0			
72	5521	SPACE RENT				0			
73	5522	TELEPHONE/FAX	305			0	525		
74	5523	POSTAGE/E-MAIL	30,841			2,000	16,000		
75	5525	UTILITIES	32,907			0	30,000		
76	5530	DEPRECIATION F/E	605	97	151	0			
77	5560	ORG SUPPORT/CONTRIBUTION				0	(58,950)		
			8,840	1,190	801	4,383	8,346	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$560
78	5599	MISC EXPENSE							
79	5909	IUT/DIST CTR	87			0			
80	5910	IUT/REPRO CTR	595			0	500		
81	5999	IUT/MISC	(10,000)			0			
82	5911	IUT/OVERHEAD	653,947	0		(6,360)	481,404	IUT General overhead	\$0
83	5998	IUT/ALLOCATIONS				0	0		\$0
84	5600	TAXES/INCOME	0				900		
85	Expenses		\$2,112,515	\$41,801	\$46,042	\$270,736	\$1,876,298	\$0	\$18,311
86									
87	Net		\$702,780	(\$41,801)	(\$46,042)	(\$294,736)	\$191,322	\$0	(\$18,311)

	A	B	C	D	E	F	G	H	I
1	ACRL Annual Conf. Precons		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	8,540	7,875		11,286	0	No preconference in 2021.Based on one full-day preconference	\$0
4	Revenues		\$8,540	\$7,875	\$0	\$11,286	\$0		\$0
5									
6	5000	SALARIES & WAGES	1,876	2,686	11,955		0	Salaries at % of ACRL total listed in salary matrix	\$0
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES							
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	573	806	3,683	0	0	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$0
12	5122	BANK S/C	244			316	0	Bank Fees	\$0
13	5150	MESSANGER SERVICE				0	0	Messenger service	\$0
14	5151	DUPLICATION/OUTSIDE				0			
15	5210	TRANSPORTATION				0	0	No transportation as staff already traveling for Annual Conference	\$0
16	5212	LODGING & MEALS				0	0	No lodging and meals as staff already traveling for Annual Conference	\$0
17	5300	FACILITIES RENT				0	0	No facility rental expenses as workshops will be held in conjunction with ALA Annual Conference	\$0
18	5301	CONFERENCE EQUIPMENT RENTAL	1,032			0	0		\$0
19	5302	MEAL FUNCTIONS	1,241	850		1,260	0	42 (includes participants and speaker) @ 2 breaks @ \$15 per break = \$1,260	\$0
20	5303	EXHIBITS				0	0		\$0
21	5304	SPEAKER/GUEST EXPENSE	1,443	581		500	0	2 speakers @ one night's lodging @ \$200 and one day's per diem @ \$50. Total = \$500	\$0
22	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR		2,773		1,500	0	Audiovisual equipment, AV @ \$1500	\$0
23	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	Internet connection, comp at convention center	\$0
24	5402	PRINTING-OUTSIDE				200	0	Printing (photocopying of conference materials): presenters provide handouts for reimbursement	\$0
25	5500	SUPPLIES/OPERATING		6		0	0	Supplies	\$0
26	5530	DEPRECIATION F/E	8	9	81	0	0		\$0
27	5543	BAD DEBT EXPENSE	175	175	175	113	0	Bad Debt 1% of revenue	\$0
28	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
29	5599	MISC EXPENSE	117	110	433	136	0	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$0
30	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
31	5911	IUT/OVERHEAD	2,255	2,079		2,991	0	IUT General overhead as supplied by ALA Planning and Budgeting	\$0
32	5998	IUT/ALLOCATIONS				0	0		\$0
33	5600	TAXES/INCOME							
34	Expenses		8,964	10,075	16,327	7,016	0		\$0
35									
36	Net		(424)	(2,200)	(16,327)	4,270	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL IIL Immersion National FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	142,705	196,635	172,155	154,644	154,644	IMMERSSION Location Loyola University Chicago - Registration fees: 75 members @ \$1,995; 10 non-members @ \$2,095. Total: \$170,575. Based on 85 attendees, recognizing 100% of revenue. Scholarships shown as a contra-expense in 5306.	\$170,575
4	4429	OVHED-EXMPT REVENUE/DIVISIONS	22,598	35,413	49,910	30,070	30,070	Revenue for IMMERSSION dorm lodging: 85 participants @ \$500	\$30,070
5	4430	MISCELLANEOUS FEES				0	0		\$0
6	4490	MISCELLANEOUS REVENUE				0	0		\$0
7	Revenues		\$165,303	\$232,048	\$222,065	\$184,714	\$184,714		\$200,645
8									
9	5000	SALARIES & WAGES	9,751	20,621	15,799	16,474	16,474	Salaries calculated at % listed in salary matrix.	\$19,055
10	5001	WAGES/TEMPORARY EMPLOYEES							
11	5002	OVERTIME WAGES				0	0		\$0
12	5005	ATTRITION FACTOR				0	0		\$0
13	5009	ACCRUED VACATION WAGES				0	0		\$0
14	5010	EMPLOYEE BENEFITS	2,980	6,186	4,867	5,492	5,492	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,344
15	5110	PROFESSIONAL SERVICES	4,000		3,057	0	0	Registration instead of competitive application process, eShow application system not needed	\$0
16	5120	LEGAL FEES				0	0		\$0
17	5121	AUDIT/TAX FEES				0	0		\$0
18	5122	BANK S/C	4,643	7,167	6,478	5,172	5,172	Bank Charges on credit cards.	\$5,117
19	5130	LOBBYING / CONSULTING							
20	5140	EQUIP/FURN REPAIRS				0	0		\$0
21	5141	MAINTENANCE AGREEMENTS							
22	5150	MESSANGER SERVICE	185	238	55	350	350	Messenger service	\$350
23	5151	DUPLICATION/OUTSIDE				0	0		\$0
24	5210	TRANSPORTATION	13,020	895	1,411	525	525	Travel-out-of-town: vicinity travel @ \$150	\$525
25	5212	LODGING & MEALS	38,059	79,546	69,388	46,075	46,075	IMMERSSION 89 registrants: 5 nights lodging @ \$500 per person x 85 <This fee is covered by 4429 overhead exempt revenue>; Meals = \$140 per person @ dorm meals (B, L, D) x 91 = \$12,740	\$46,075
26	5214	ENTERTAINMENT			4,730	5,500	5,500	Entertainment: Thursday night happy hour	\$5,500
27	5300	FACILITIES RENT	14,939	8,115	17,700	6,240	6,240	Facilities rental at Loyola, plenary @ \$2,700 per day plus \$25 per classroom per day (8*\$110*5)	\$6,240
28	5301	CONFERENCE EQUIPMENT RENTAL	657		4,175	2,520	2,520	Audiovisual equipment, Damen built-in AV @ \$150 per day. majority built in meeting rooms @ \$25 per room per day. Wifi per participant @ \$10 x 110 (two devices per participant)	\$2,520

	A	B	C	D	E	F	G	H	I
1	ACRL IIL Immersion National FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
29	5302	MEAL FUNCTIONS	16,985	(294)	15,043	17,888	17,888	Five Morning and four afternoon breaks: 91 people x 9 breaks @ \$15 = \$12,285 (includes \$750 cushion for additional coffee or bar drinks); Welcome dinner @ \$38 per person x 91 = \$3,458	\$17,888
30	5303	EXHIBITS				0	0		\$0
31	5304	SPEAKER/GUEST EXPENSE	7,581	7,157	10,220	8,900	8,900	Faculty expenses	\$8,900
32	5305	SPEAKER/GUEST HONORARIUM	21,000	34,250	21,250	24,750	24,750	Faculty honoraria: 6 faculty @ \$3,750 honorarium with \$750 for the additional stipend to the lead faculty, plus \$1500 for Immersion coordinator and \$500 for Immersion observer	\$24,750
33	5306	AWARDS	(12,000)	2,898	(11,970)	(12,000)	(12,000)	Contra-expense for Immersion scholarship awards	(\$12,000)
34	5402	PRINTING-OUTSIDE	257	4,426	2,738	5,000	5,000	Printing, notebook production	\$5,000
35	5420	COPYRIGHT FEES		1,687	499	1,000	1,000	Copyright fees	\$1,000
36	5031	STAFF DEVELOPMENT		415		0	0		\$0
37	5500	SUPPLIES/OPERATING	981	5,630	436	2,700	2,700	Closing plenary materials/other supplies @ \$1500	\$2,700
38	5525	UTILITIES				0	0		\$0
39	5530	DEPRECIATION F/E	42	69	108	0	0		\$0
40	5541	COLLECTION EXPENSE							
41	5543	BAD DEBT EXPENSE	147	147	147	147	147	Bad Debt	\$147
42	5599	MISC EXPENSE	609	848	573	879	879	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,074
43	5909	IUT/DIST CTR				0	0	IUT-Distribution	\$0
44	5910	IUT/REPRO CTR				50	50	IUT-Reprographics	\$50
45	5940	IUT/REGISTRATION PROCESSING	664	(625)		742	742	Registration processing	\$742
46	5941	IUT/CHOICE				0	0		\$0
47	5942	IUT/ADVERTISING				0	0		\$0
48	5999	IUT/MISC		(8,475)		0	0		\$0
49	5911	IUT/OVERHEAD	37,674	51,912	45,621	40,981	40,981	IUT General overhead at ALA rate	\$53,171
50	5998	IUT/ALLOCATIONS				0	0		\$0
51	5600	TAXES/INCOME							
52	Expenses		\$162,173	\$222,813	\$212,324		\$179,385		\$195,148
53									
54	Net		\$3,130	\$9,235	\$9,741		\$5,329		\$5,497

	A	B	C	D	E	F	G	H	I
1	ACRL Friends of ACRL FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
3	4430	MISCELLANEOUS FEES				0	0	All revenues show in restricted account, 48-403-xxxx-3831	\$0
4		Revenues	\$0	\$0	\$0	\$0	\$0		\$0
5									
6	5000	SALARIES & WAGES	33,988	35,633	88,013	40,550	78,215	Salaries calculated at % listed in salary matrix	\$33,277
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES				0			
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	10,384	10,689	27,113	12,799	26,075	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$11,080
12	5014	ANNUITY/EMPLOYER CONTRIBUTION							
13	5122	BANK S/C	582	637	752	593	711	Credit card fees calculated at 2.9% of credit card donations, credit card donations are 70% of total donations, which are budgeted at \$25,000	\$1,750
14	5350	PROGRAM ALLOCATION	12,312	16,273	9,242	3,700	9,250	Program development: \$300 for pins, ribbons, other donor recognition	\$300
15	5412	ADVERTISING/DIRECT				0	0		\$0
16	5500	SUPPLIES/OPERATING	168			0	0		\$0
17	5523	POSTAGE/E-MAIL			536	0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Friends of ACRL FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
18	5525	UTILITIES				0	0		\$0
19	5530	DEPRECIATION F/E	147	119	600	0	0		\$0
20	5531	DEPRECIATION BUILDING				0	0		\$0
21	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0		\$0
22	5533	DO NOT USE N/S Intangible Assets							
23	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
24	5599	MISC EXPENSE	2,124	1,466	3,190	1,799	4,174	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,875
25	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
26	5909	IUT/DIST CTR	540	522	372	521	372	IUT-Distribution	\$0
27	5910	IUT/REPRO CTR		19	182	0	190	IUT-Reprographics	\$0
28	5999	IUT/MISC				0	0		\$0
29	5911	IUT/OVERHEAD				0	0		\$0
30	5998	IUT/ALLOCATIONS				0	0		\$0
31	5600	TAXES/INCOME							
32		Expenses	\$60,245	\$65,357	\$129,998	\$59,962	\$118,987		\$48,282
33									
34		Net	(\$60,245)	(\$65,357)	(\$129,998)	(\$59,962)	(\$118,987)		(\$48,282)

	A	B	C	D	E	F	G	H	I
1	ACRL IIL Lead/Tech Immersion FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	45,950			0		Teaching with Technology (F2F @ ACRL 2017 /online): 40 participants @ \$850= \$31,800. 5 nonmembers @ \$950 = \$4,475. Total = \$38,750. Budgeted @ 93% = \$36,038. Based on 45 attendees. Minimum attendance: 42	
4		Revenues	\$45,950	\$0	\$0	\$0	\$0		\$0
5									
6	5000	SALARIES & WAGES	1,462				0	Salaries calculated at % listed in salary matrix	\$0
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES							
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0			
11	5010	EMPLOYEE BENEFITS	447			0	0	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$0
12	5110	PROFESSIONAL SERVICES				0		Technology platform for TwT track @ \$1,500. eShow proposal submission @ \$750.	
13	5122	BANK S/C	1,660			0		Bank Charges on credit cards	
14	5210	TRANSPORTATION				0		TwT held in conjunction with ACRL 2017/online	
15	5212	LODGING & MEALS				0		Staff lodging/meals not needed as programs are held in conjunction with ACRL 2017. Faculty expenses in line 5304.	
16	5300	FACILITIES RENT				0		Facility rental not needed as programs are held in conjunction with ACRL 2017 and online	
17	5301	CONFERENCE EQUIPMENT RENTAL				0		TwT Immersion: AV rental not needed as programs are held in conjunction with ACRL 2017 and online	
18	5302	MEAL FUNCTIONS	3,615			0		TwT Immersion: 47 (includes participants and faculty) @ 2 breaks @ \$10 per break	
19	5303	EXHIBITS				0			
20	5304	SPEAKER/GUEST EXPENSE	1,885			0		TwT Immersion: 4 faculty @ one night's lodging @ \$200 and one day's per diem @ \$50. Transportation on own as held in conjunction with ACRL 2017.	
21	5305	SPEAKER/GUEST HONORARIUM	17,190			0		TwT Immersion: 4 faculty @ daily rate of \$750 per day x 5 days (F2F and online) = \$3,425 each	
22	5402	PRINTING-OUTSIDE				0		Handouts: @ \$10per participant x 45	
23	5500	SUPPLIES/OPERATING				0		45 binders/dividers @ \$10 each = \$450. Misc. supplies @ \$300	
24	5530	DEPRECIATION F/E	6			0			
25	5599	MISC EXPENSE	91			0	0	Misc. Expense	\$0
26	5911	IUT/OVERHEAD	12,131			0		ALA overhead	
27	5998	IUT/ALLOCATIONS				0			
28	5600	TAXES/INCOME							
29		Expenses	\$38,486	\$0	\$0	\$0	\$0		\$0
30									
31		Net	\$7,464	\$0	\$0	\$0	\$0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Section Special Events FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		\$0
4	4400	DONATIONS/HONORARIA	16,400	26,900	31,675	12,000	12,000	Donations for special events budgeted at typical rates.	\$12,000
5	4429	OVRHD-EXMPT REVENUE/DIVISIONS	5,329	4,382	3,212	3,125	3,125	Participant Fees: \$25 @ 125 (based on average registrations collected for special events hosted by ESS, DOLS, STS, CLS and CJCLS).	\$3,125
6	4430	MISCELLANEOUS FEES				0	0		\$0
7	4490	MISCELLANEOUS REVENUE				0	0		\$0
8	Revenues		\$21,729	\$31,282	\$34,887	\$15,125	\$15,125		\$15,125
9									
10	5000	SALARIES & WAGES	9,413	6,029	5,481		4,871	Salaries calculated as percentage of total as listed in salary matrix	\$5,819
11	5001	WAGES/TEMPORARY EMPLOYEES							
12	5002	OVERTIME WAGES							
13	5005	ATTRITION FACTOR				0	0		\$0
14	5009	ACCRUED VACATION WAGES				0	0		\$0
15	5010	EMPLOYEE BENEFITS	2,877	1,809	1,688	0	1,624	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,937
16	5122	BANK S/C	90	265	288	0	0		\$0
17	5150	MESSENGER SERVICE				200	200	Messenger service	\$200
18	5350	PROGRAM ALLOCATION	19,282	28,141	33,157	14,000	14,000	Payments for special events (ESS Cruise, CLS, DOLS, CJCLS and STS events at MW and AC) for which registration money has been collected.	\$14,000
19	5530	DEPRECIATION F/E	41	20	37	0	0		\$0
20	5599	MISC EXPENSE	588	248	199	298	260	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$328
21	5909	IUT/DIST CTR	15	1		0	0		\$0
22	5911	IUT/OVERHEAD				0	0		\$0
23	5998	IUT/ALLOCATIONS				0	0		\$0
24	5600	TAXES/INCOME							
25	Expenses		\$32,306	\$36,513	\$40,849	\$14,498	\$20,955	\$0	\$22,284
26									
27	Net		(\$10,576)	(\$5,231)	(\$5,962)	\$627	(\$5,830)	\$0	(\$7,159)

	A	B	C	D	E	F	G	H	I
1	ACRL Immersion Licensing FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4430	MISCELLANEOUS FEES				22,500	25,000	License fee for Regional Immersion Program. Location TBD. (Note: faculty travel expenses are over and above license fee) Three day program with three faculty	\$25,000
4	4490	MISCELLANEOUS REVENUE				0	0		\$0
5	Revenues		\$0	\$0	\$0	\$22,500	\$25,000		\$25,000
6									
7	5000	SALARIES & WAGES					0	Salaries calculated at % of total ACRL per time study	\$3,557
8	5001	WAGES/TEMPORARY EMPLOYEES							
9	5002	OVERTIME WAGES							
10	5005	ATTRITION FACTOR				0	0		\$0
11	5009	ACCRUED VACATION WAGES				0	0		\$0
12	5010	EMPLOYEE BENEFITS				0	0	Benefits	\$1,184
13	5122	BANK S/C				0	0	Bank Charges on credit cards.	\$0
14	5150	MESSENGER SERVICE				500	250	Messenger service, shipping materials (standards, certificates, boxes of "stuff") to regional site.	\$250
15	5151	DUPLICATION/OUTSIDE				0			
16	5210	TRANSPORTATION	848			0	0	Travel out of town (not needed, regional host)	\$0
17	5212	LODGING & MEALS				0	0	Lodging and meals -- assuming local attendees so lodging and meals (other than morning and afternoon refreshment breaks) would be on own	\$0
18	5300	FACILITIES RENT				0	0	Facility rental: adequate meeting space for 50+ attendees (?) in eight rounds of 5 people each provided on a complimentary basis by host institution	\$0
19	5301	CONFERENCE EQUIPMENT RENTAL				0	0	Equipment rental: data projector, screen, flipcharts, power cords provided on a complimentary basis by host institution	\$0
20	5302	MEAL FUNCTIONS				0	0	Meal functions: morning and afternoon refreshment breaks provided by regional host.	\$0
21	5303	EXHIBITS				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Immersion Licensing FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
22	5304	SPEAKER/GUEST EXPENSE	0			0	0	Faculty expenses: Expenses for three faculty: Transportation for 3 faculty @ \$500; Lodging for 3 faculty @ \$200/night x 5 nights; 3 @ \$50 per diem x 5 each; ground transportation 2 @ \$75. Approx \$5,550 OVER AND ABOVE LICENSE FEE, which is paid by the institution licensing the institute.	\$0
23	5305	SPEAKER/GUEST HONORARIUM			3,750	8,400	8,400	Honorarium for faculty @ \$850 per day x 3 days = \$2,550 per faculty x 3 faculty, plus \$750 for lead faculty	\$8,400
24	5402	PRINTING-OUTSIDE				1,340	1,340	Notebook printing @ approx. \$15 per notebook x 56 participants plus faculty and file copies. \$500 misc. printing cushion.	\$1,340
25	5420	COPYRIGHT FEES				200	175	Copyright fees: Immersion notebook readings (Copyright Clearance Center)	\$175
26	5500	SUPPLIES/OPERATING				2,100	1,500	56 binders/dividers @ \$1,000; Misc supplies (swag) @ \$500.	\$1,500
27	5522	TELEPHONE/FAX				0	0	Telephone (for dial in access at presentation)	\$0
28	5523	POSTAGE/E-MAIL				0	0	Invitation to Apply, e-mail registration packet and brochure	\$0
29	5543	BAD DEBT EXPENSE				0	0	Bad Debt	\$0
30	5599	MISC EXPENSE				34	0	Misc. Expense; This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$200
31	5910	IUT/REPRO CTR				25	25	IUT-Reprographics	\$25
32	5911	IUT/OVERHEAD				2,981	3,313	License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting	\$3,313
33	5998	IUT/ALLOCATIONS				0	0		\$0
34	5600	TAXES/INCOME							
35	Expenses		848	0	3,750	15,580	15,003		\$19,944
36									
37	Net		(848)	0	(3,750)	6,920	9,997		\$5,056

	A	B	C	D	E	F	G	H	I
1	ACRL Annual Conf. Programs FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
3	4400	DONATIONS/HONORARIA	16,300	15,800	14,000	16,000	16,000	Donations for Annual Conference programs and poster sessions/receptions budgeted at more typical donation rate.	\$16,000
4		Revenues	\$16,300	\$15,800	\$14,000	\$16,000	\$16,000		\$16,000
5									
6	5000	SALARIES & WAGES	16,001	11,456	15,604	10,137	13,867	Salaries @ % listed in the salary matrix	\$10,010
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES				0			
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	4,890	3,437	4,807	3,200	4,623	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,333
12	5122	BANK S/C	14	29		0	0		\$0
13	5302	MEAL FUNCTIONS	4,984	11,516	9,734	14,000	14,000	Catering at programs and poster sessions/receptions (offset by donations)	\$14,000
14	5350	PROGRAM ALLOCATION	16,956	8,065	10,278	27,700	13,850	ACRL Board allocation of \$7,150 for program speakers, photocopying, posterboards, \$200 flyer for President's program with award winners on back side, \$6500 for ACRL President's Program.	\$13,850
15	5402	PRINTING-OUTSIDE				2,000	2,000	Share of this project's printing costs for Annual Conference Programs and meetings C&RL News insert	\$0
16	5530	DEPRECIATION F/E	69	38	106	0	0		\$0
17	5599	MISC EXPENSE	1,000	471	566	513	740	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$564
18	5909	IUT/DIST CTR	6			0	0		\$0
19	5910	IUT/REPRO CTR			28	0	0		\$0
20	5600	TAXES/INCOME							
21		Expenses	\$43,920	\$35,012	\$41,123	\$57,550	\$49,080		\$41,757
22									
23		Net	(\$27,620)	(\$19,212)	(\$27,123)	(\$41,550)	(\$33,080)		(\$25,757)

	A	B	C	D	E	F	G	H	I
1	ACRL IIL Immersion Assessment FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES				0	0	Registration fees: 56 participants @ \$1,575= \$88,200. 4 nonmembers @ \$1,675 = \$6,700. Total = \$94,900. Budgeted @ 90% = \$85,410. Based on 60 attendees. Minimum attendance: 54	\$0
4	4429	OVHRD-EXMPT REVENUE/DIVISIONS				0	0	Revenue for lodging: 60 participants @ \$65 per night for four nights at Scarritt Bennett <This covers costs for participant lodging in 5212>	\$0
5	4430	MISCELLANEOUS FEES				0	0		\$0
6	4490	MISCELLANEOUS REVENUE				0	0		\$0
7	Revenues		\$0	\$0	\$0	\$0	\$0		\$0
8									
9	5000	SALARIES & WAGES					0	Salaries calculated at % listed in salary matrix	\$0
10	5001	WAGES/TEMPORARY EMPLOYEES							
11	5002	OVERTIME WAGES							
12	5005	ATTRITION FACTOR				0	0		\$0
13	5009	ACCRUED VACATION WAGES				0	0		\$0
14	5010	EMPLOYEE BENEFITS				0	0	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$0
15	5150	MESSENGER SERVICE				0	0	Overnight delivery (binders produced locally, "stuff" stored at UIUC)	\$0

[illegible]

	A	B	C	D	E	F	G	H	I
1	ACRL Scholarships FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4490	MISCELLANEOUS REVENUE				0	0		\$0
4		Revenues	\$0	\$0	\$0	\$0	\$0		\$0
5									
6	5000	SALARIES & WAGES					0		\$0
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES							
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS				0	0		\$0
			81,270	28,295	82,580	43,000	101,999	ACRL Immersion Program; \$10,000. RBMS Conference @ \$13,000 (funded by conference revenue profit share from prior year, avg. of past 3 years 50% profit); ALA Spectrum Scholars ACRL support for 2 scholars: \$14,000. Budgeted from ACRL's net asset balance.	\$37,000
12	5306	AWARDS							
13	5940	IUT/REGISTRATION PROCESSING		4,075		0	0		\$0
14	5999	IUT/MISC		8,475		0	0		\$0
15	5911	IUT/OVERHEAD				0	0		\$0
16	5998	IUT/ALLOCATIONS				0	0		\$0
17	5600	TAXES/INCOME							
18		Expenses	\$81,270	\$40,845	\$82,580	\$43,000	\$101,999		\$37,000
19									
20		Net	(81,270)	(40,845)	(82,580)	(43,000)	(101,999)		(\$37,000)

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3831	
4		Project Name:	Friends of ACRL-Restricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4300	Grants & Awards-Exchange	Draw down from existing balance	
9	4400	Donations/Honoraria	Donations from 25% of division-level committees (12 x \$735 = \$8820); 50% of sections (8 x \$735 = \$5880); 25% of interest groups (4 x \$735 = \$2940); ACRL Board and former board members (\$12,000); ACRL staff (\$1000)	\$30,640
10			Total Revenues	\$30,640
11	5000	Salaries & Wages	see 3831 operating	
12	5010	Employee Benefits		
13	5122	Bank Service Fees		
14	5350	Program Allocation		
15	5523	Postage & E-Mail/O/S		
16	5599	Misc. Expense		
17	5902	IUT-ITTS		
18	5905	IUT-Telephone		
19	5909	IUT-Dist. Center		
20	5910	IUT-Repro.		
21			Total Expenses	\$0
22			Net	\$30,640

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3651	
4		Project Name:	Oberly Unrestricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4600	Assets Released From Restriction		498.00
9	4420	Interest/Dividends		972.00
10			Total Revenues	1,470.00
11	5122	Bank Service Fees	Bank fees	198.00
	5306	Awards	AWARD GIVEN IN ODD YEARS - NO AWARD FOR FY22	0.00
12			Normal allocation: Award of \$300	
13	5999	IUT-Misc.		
14			Total Expenses	498.00
15			Net	972.00

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3651	
4		Project Name:	Oberly Temp Restd	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4600	Assets Released From Restriction		(\$498)
9	4420	Interest/Dividends		\$50
10			Total Revenues	(\$448)
11				
12	5999	IUT-Misc.		
13			Total Expenses	\$0
14			Net	(\$448)

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3653	
4		Project Name:	LEAB/RBMS Unrestricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4600	Assets Released From Restriction		0
9	4400	Donations/Honoraria		0
10	4420	Interest/Dividends		1,200
11			Total Revenues	1,200
12	5122	Bank Service Fees		250
13	5350	Program Allocation		0
14	5402	Printing-O/S		300
15	5404	Design Service-O/S		0
16	5523	Postage & E-Mail/O/S		150
17	5999	IUT-Misc.		
18	5999	IUT-Misc.		
19			Total Expenses	700
20			Net	500

Executive Summary

	A	B	C	D	E
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3653		
4		Project Name:	LEAB/RBMS Temp Restd		
5					
6					FY22 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4600	Assets Released From Restriction			(\$700.00)
9	4420	Interest/Dividends			\$400.00
10	4423	L-T Invest. Gain/Loss-Unrealized			
11			Total Revenues		(\$300.00)
12					
13					
14					
15					
16					
17					
18			Total Expenses		\$0.00
19			Net		(\$300.00)

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3655	
4		Project Name:	Atkinson Unrestricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4420	Interest/Dividends		\$5,000
9			Total Revenues	\$5,000
10	5122	Bank Service Fees	Bank fees	\$1,000
	5306	Awards	AWARD PROGRAM PAUSED FOR FY22 - NO DIRECT AWARD EXPENSES	\$0
11			Normal expenses: Award @\$3000; plaque \$400 (shared with Core).	
12	5402	Printing-O/S		\$0
13	5523	Postage & E-Mail/O/S		\$0
14	5909	IUT-Dist. Center		\$0
15	5910	IUT-Repro.		
16				
17			Total Expenses	\$1,000
18			Net	\$4,000

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3657	
4		Project Name:	ACRL LTI Unrestricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4420	Interest/Dividends		124,357
9			Total Revenues	124,357
10	5122	Bank Service Fees	Bank fees	18,900
11	5560	Organization Support/Contrib.	Transfer to 3200 to fund strategic initiatives	105,108
12				
13			Total Expenses	124,008
14			Net	349

404 FY22 CHOICE Budget at a Glance

4/22/2021

		FY22B	FY21F	FY20	FY19	FY18	FY17	FY16	FY15
TOTAL REVENUES		2,236,929	2,385,142	2,485,765	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390
TOTAL EXPENSES		2,460,992	2,344,387	2,425,753	2,698,854	2,945,285	3,055,258	3,129,365	3,150,448
NET REVENUES		(224,064)	40,754	60,012	(177,990)	(132,001)	(114,765)	(236,390)	(133,058)
REVENUE									
SUBSCRIPTIONS									
3900	4110 Choice magazine	306,739	338,692	413,039	387,925	429,171	445,608	519,261	546,882
3901	4110 Reviews on Cards	60,955	62,986	74,101	92,677	100,070	116,186	141,372	148,602
	Subtotal: Choice Print	367,694	401,678	487,140	480,602	529,241	561,794	660,633	695,484
3913	4110 Choice Reviews	543,124	560,462	622,735	651,630	678,076	684,248	652,009	679,982
	Subtotal: All Choice	910,818	962,139	1,109,875	1,132,232	1,207,317	1,246,042	1,312,642	1,375,466
3905	4110 Resources for College Libraries	130,000	125,000	122,282	132,798	138,545	147,579	145,365	195,935
3918	4110 ccAdvisor (Choice)	33,000	30,000	26,577	41,100	32,130	0	0	0
4110	TOTAL SUBSCRIPTIONS	1,073,818	1,117,139	1,258,734	1,306,130	1,377,992	1,393,621	1,458,007	1,571,401
ADVERTISING & SPONSORED CONTENT									
	4140 Choice magazine	150,000	150,000	230,789	266,090	352,534	439,984	437,178	441,333
3907	4611 Commissions and agency fees	(6,750)	(6,750)	(10,179)	(7,804)	(10,856)	(17,239)	(23,274)	(30,771)
	Choice magazine net	143,250	143,250	220,610	258,286	341,678	422,745	413,904	410,562
	4143 Choice Reviews gross	30,000	41,000	60,025	146,775	183,340	196,813	163,787	183,734
3913	4610 Commissions	(1,350)	(1,845)	(1,556)	(5,407)	(5,601)	(7,743)	(\$8,589)	(9,572)
	Choice Reviews net	28,650	39,155	58,469	141,368	177,739	189,070	155,198	174,162
	4140 Content marketing: White Papers	60,000	48,000	25,000	51,100	40,000	0	0	0
	4143 Content marketing: Podcasts	35,000	36,550	17,495		15,500			
	4143 Content marketing: eBlasts	100,000	153,000	121,216	see 3913	see 3913			
3914	4143 Content marketing: Newsletters and Other	50,000	82,000	51,950	see 3913	see 3913			
	4610 Digital commissions	(8,325)	(12,220)	0					
	4611 Print commissions	(2,700)	(2,160)	(11,464)	(2,705)	(4,028)	0	0	0
	Choice content marketing net	233,975	305,170	204,196	48,395	51,472	0	0	0
	4143 ccAdvisor gross (Choice)	5,000	2,000	6,630	12,826	12,323	0	0	0
3918	4610 Commissions	(225)	(90)	(212)	(647)	(506)	0	0	0
	ccAdvisor net	4,775	1,910	6,418	12,179	11,817	0	0	0
	4143 Choice360	35,000							
3919	4610 Commissions	(1,575)							
	Choice360 Net	33,425							
	4140 Print Advertising Gross	210,000	198,000	273,284	317,190	392,534	439,984	437,178	441,333
	4143 Digital Advertising Gross	255,000	314,550	239,820	159,601	219,727	214,505	163,787	183,734
	Subtotal x webinars	465,000	512,550	513,104	476,791	612,261	654,489	600,965	625,067
	4611 Sales Commission: Print	(17,483)	(20,593)	(32,031)	(17,011)	(19,138)	(24,598)	(29,247)	(30,771)
	4610 Sales Commission: Digital	(11,475)	(14,155)	(1,768)	(6,054)	(6,208)	(8,978)	(8,589)	(9,572)
	Subtotal Commissions	(28,958)	(34,748)	(33,799)	(23,065)	(25,346)	(34,613)	(37,836)	(40,343)
	Total Advertising x Webinars	436,043	477,802	479,305	453,785	586,915	619,876	563,129	584,724
3909	4105 Webinars gross (Choice)	178,500	259,633	191,195	145,325	106,675	105,600	91,300	77,750
	4611 Webinar commissions	(8,033)	(11,683)	(10,388)	(6,443)	(4,254)	(7,359)	(5,973)	0
	Webinars net	170,468	247,949	180,807	138,882	102,421	98,241	85,327	77,750
	TOTAL ADVERTISING & SPONSORED CONTENT	614,543	737,434	670,500	599,110	693,590	725,476	654,429	662,474
ROYALTIES									
3900	4421 Choice (CCC, reprints, etc.)	1,300	1,300	680	1,370	931	6,189	1,318	271
3902	4421 Choice reviews	477,768	480,268	486,539	513,321	514,160	561,853	500,089	492,013
3905	4421 Resources for College Libraries	10,000	10,000	18,000	7,000	15,000	78,500	119,964	130,483
	TOTAL ROYALTIES	489,068	491,568	505,219	521,691	530,091	646,542	621,371	622,767
MISCELLANEOUS SALES									
3900	4109 Misc. Sales	2,500	2,000	2,589	158	1,847	5,638	7,102	6,659
3913	4109 EBSCO affiliate fee	12,000	12,000	12,000	12,000	12,000			
	TOTAL MISC SALES	14,500	14,000	14,589	12,158	93,560	87,728	78,064	86,659
MISCELLANEOUS REVENUE									
3900	4490 Remaindered books	45,000	25,000	36,723	81,775	118,051	87,126	81,104	74,089
	TOTAL MISC REVENUE	45,000	25,000	36,723	81,775	118,051	87,126	81,104	74,089
				51,312	93,933	211,611	174,854	159,168	160,748
TOTAL REVENUES		2,236,929	2,385,142	2,485,765	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390
EXPENSES									
	Payroll and Related Expenses	1,633,743	1,511,776	1,508,575	1,665,237	1,618,841	1,586,901	1,380,512	1,388,005
	Outside Services	74,281	66,831	86,062	101,658	187,180	322,293	438,545	411,743
	Travel and Related Expenses	11,350	500	10,271	41,543	38,949	48,575	52,412	48,851
	Meetings and Conferences	13,000	0	1,250	11,771	13,658	12,495	11,752	11,463
	Publication-related Expenses	246,975	274,875	274,467	260,373	303,821	308,158	487,107	503,325
	Operating Expenses	206,359	188,255	244,113	308,930	421,091	394,287	410,142	388,720
	TOTAL DIRECT EXPENSES	2,185,708	2,042,237	2,124,738	2,389,512	2,583,540	2,672,709	2,780,470	2,752,107
	TOTAL INDIRECT EXPENSES	(37,348)	(38,881)	(57,597)	(63,083)	(59,354)	(55,257)	(89,222)	(73,153)
	IUT/Overhead	296,393	316,031	329,364	334,014	371,353	388,206	374,640	383,209
	IUT/Allocations (Liberty Square)	16,240	25,000	29,248	38,411	49,746	55,905	63,477	81,980
	UBIT	0	0	0	0	0	(6,305)	0	6,305
	TOTAL OVERHEAD	312,633	341,031	358,612	372,425	421,099	437,806	438,117	471,494
TOTAL EXPENSES		2,460,992	2,344,387	2,425,753	2,698,854	2,945,285	3,055,258	3,129,365	3,150,448

FY22B

		ADMIN	CHOICE MAGAZINE	REVIEWS ON CARDS	REVIEW LICENSING	RCL	ADV SALES CHOICE	ADV SALES ACRL	WEBINARS	MARKETING & PUBLICITY	CHOICE REVIEWS	CONTENT MARKETING	CHOICE BUILDING	CC ADVISOR	C360	LTI	
DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
Sales/Pamphets	4101																0
Sales Audiovisual	4102																0
Sales/On-line	4103																0
Sales/Rental-Mail Lists	4104																0
Sales/Webinars, Webcasts. Web CE	4105								178,500								178,500
Sales/ALA Store	4108																0
Sales/Miscellaneous	4109		2,500			0					12,000						14,500
Subtotal-Other Sales		0	2,500	0	0	0	0	0	178,500	0	12,000	0	0	0	0	0	193,000
																	0
Subscriptions	4110		306,739	60,955		130,000					543,124			33,000			1,073,818
Subtotal-Subscriptions		0	306,739	60,955	0	130,000	0	0	0	0	543,124	0	0	33,000	0	0	1,073,818
																	0
Advertising/Gross	4140						150,000					60,000					210,000
Advertising/Classified	4142																0
Advertising/Online	4143										30,000	185,000		5,000	35,000		255,000
Comm/Online Advertising	4610										(1,350)	(8,325)		(225)	(1,575)		(11,475)
Comm/Sales Rep	4611						(6,750)		(8,033)			(2,700)					(17,483)
Comm/Adv. Agency	4612																0
Subtotal-Advertising		0	0	0	0	0	143,250	0	(8,033)	0	28,650	233,975	0	4,775	33,425	0	436,043
																	0
Registration Fees	4200																0
Exhibit Space Rentals	4210																0
Meal Functions	4220																0
Subtotal-Meetings & Conf.			0	0	0	0	0	0		0	0		0	0			0
																	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		1,300		477,768	10,000											489,068
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		45,000														45,000
Subtotal-Misc.		0	46,300	0	477,768	10,000	0	0	0	0	0	0	0	0	0	0	534,068
																	0
TOTAL REVENUES		0	355,539	60,955	477,768	140,000	143,250	0	170,468	0	583,774	233,975	0	37,775	33,425	0	2,236,929

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
		91%				6%	3%	0%									
Salaries & Wages	5000	1,124,308	0	0	0	72,503	35,830	0	0	0	0	0	0	0	0		1,232,641
Temp Employees-In-House	5001	8,580	0			0	0	0	0			0			0		8,580
Overtime/Wages	5002	0	0	0			3,500	0	0		0	0		0	0		3,500
Attrition Factor	5005																0
Accrued Vacation	5009																0
Employee Benefits	5010	354,832	0	0	0	22,882	11,308	0	0	0	0	0	0	0	0		389,022
Tuition Reimbursement	5015																0
Prof Memberships	5016	0	0														0
Payroll & Related Exp.		1,487,720	0	0	0	95,385	50,638	0	0	0	0	0	0	0	0	0	1,633,743
																	0
Temp Employee/Outside	5100	0	0			0					0						0
Professional Services	5110	31,700	0	0		(51,500)	0		0	0	0	10,000		1,875	27,000		19,075
Legal Fees	5120																0
Audit/Tax Fees	5121																0
Bank Service Fees	5122	15,000					0										15,000
Repairs/Maintenance	5140	12,276	0				0						27,930		0		40,206
Messenger Service	5150																0
Duplication/Outside	5151																0
Outside Services		58,976	0	0	0	(51,500)	0	0	0	0	0	10,000	27,930	1,875	27,000	0	74,281
																	0
Transportation	5210	1,800	0			0	315	135		450	0	450		0	0		3,150
Lodging & Meals	5212	4,400	0			0	770	330		1,100	0	1,100		0	0		7,700
Entertainment	5214	0															0
Business Meetings	5216	0	0			0	350	150				0		0			500
Travel and Related Expenses		6,200	0	0	0	0	1,435	615	0	1,550	0	1,550	0	0	0	0	11,350
																	0
Facilities Rent	5300									0							0
Conference Equipment Rental	5301									7,000				0			7,000
Meal Functions	5302									0				0			0
Exhibits	5303									6,000				0			6,000
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	13,000	0	0	0	0	0	0	13,000

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
																	0
Editl/Proofreading-O/S	5400		5,000	0	0						0			1,250			6,250
Typesetting/Comptn-O/S	5401		100														100
Printing-O/S	5402		80,000	25,500			0	0		600		0		0			106,100
Binding-O/S	5403																0
Design Service-O/S	5404		0				0	0	0	2,300		0		100	0		2,400
Review Service	5406																0
Mail Service-O/S	5410		21,800	6,000						500				0			28,300
Advertising/Space	5411									2,000				400			2,400
Advertising/Direct	5412									500				0			500
Mail List Rental	5413									0				0			0
Supplies/Production	5414		4,200	3,800													8,000
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	35,580			8,010	1,135		49,525
Webinars/Webcasts/Web CE Exp	5431								6,750								6,750
Purchased Inventory	5432																0
Order Processing/Fulfillment	5433		36,000											250			36,250
Cost of Sales	5480																0
Inventory Adjustment	5490																0
Inventory Reserve Adjustment	5499																0
Publication Related Expenses		0	152,300	35,300	0	0	0	0	6,750	5,900	35,580	0	0	10,010	1,135	0	246,975
																	0
Staff Recruitment/Relocation	5030	0	0			0											0
Staff Development	5031	0	0			0	0	0		0	0						0
Supplies/Operating	5500	9,000					0	0	0			0					9,000
Equipment/Software-Minor	5501	8,340								7,488		532			0		16,360
Ref Matls/Periodicals	5502		16,636			0											16,636
Insurance	5510																0
Equipment Rental/Lease	5520	3,288				0											3,288
Space Rent	5521												18,000				18,000
Telephone & Fax/O/S	5522	8,259	450				294	126		0			0	0			9,129
Postage & E-Mail/O/S	5523	44,380	0			0	0	0	0	0			0				44,380
Utilities	5525												17,364				17,364
Depr/Furn & Equipment	5530	3,833	5,316								31,788			0	0		40,937
Depr/Building	5531																0
Amortization/Equip Lease	5532													57,230			57,230
Royalty Expense	5540								0								0
Bad Debt Expense	5543						0										0
Interest Expense	5544																0
Taxes/Property	5545	0	0														0
Promotion	5550									1,150				0			1,150
Organization Support/Contrib.	5560	0															0
Misc. Expense	5599	1,500	0			0							0	(28,615)			(27,115)
Operating Expenses		78,600	22,402	0	0	0	294	126	0	8,638	31,788	532	35,364	28,615	0	0	206,359

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
																	0
IUT-Marketing	5900																0
IUT-Prod. Serv./Adm. Fee	5901																0
IUT-ITTS	5902									0							0
IUT-Subscription Processing	5903		0														0
Transfer to/from Endowment	5904	0				0										(42,840)	(42,840)
IUT-Telephone	5905																0
IUT-Order Billing	5906						0	0							0		0
IUT-Maint.	5908																0
IUT-Dist. Center	5909																0
IUT-Repro.	5910																0
IUT-Copy Editing/Proofreading	5912																0
IUT-Composition/Alteration	5913																0
IUT-Registration Processing	5940																0
IUT-CHOICE	5941	10,766															10,766
IUT-Advertising	5942							(741)	(4,533)	0							(5,274)
IUT-Misc.	5999	0															0
Total IUTs		10,766	0	0	0	0	0	(741)	(4,533)	0	0	0	0	0	0	(42,840)	(37,348)
Total Direct Expenses		1,642,262	174,702	35,300	0	43,885	52,367	0	2,217	29,088	67,368	12,082	63,294	40,500	28,135	(42,840)	2,148,359
Contribution Margin		(1,642,262)	180,837	25,655	477,768	96,115	90,884	0	168,251	(29,088)	516,406	221,893	(63,294)	(2,725)	5,290	42,840	88,569
																	0
IUT-General Overhead	5911		47,109	8,077	63,304	18,550	18,981		22,587		77,350	31,002		5,005	4,429		296,393
																	0
Total Expenses Excl. Alloc		1,642,262	221,811	43,377	63,304	62,435	71,347	0	24,803	29,088	144,718	43,084	63,294	45,505	32,564	(42,840)	2,444,752
																	0
IUT-Allocations	5998												16,240				16,240
																	0
Total Exp. Incl. OH & Alloc.		1,642,262	221,811	43,377	63,304	62,435	71,347	0	24,803	29,088	144,718	43,084	79,534	45,505	32,564	(42,840)	2,460,992
Net Rev/(Exp) Before Taxes		(1,642,262)	133,728	17,578	414,464	77,565	71,903	0	145,664	(29,088)	439,056	190,891	(79,534)	(7,730)	861	42,840	(224,064)
																	0
Taxes/Income	5600	0	0			0	0		0		0			0	0		0
																	0
TOTAL EXPENSES INCLUDING TAXES		1,642,262	221,811	43,377	63,304	62,435	71,347	0	24,803	29,088	144,718	43,084	79,534	45,505	32,564	(42,840)	2,460,992
Net Rev/(Exp) After Taxes		(1,642,262)	133,728	17,578	414,464	77,565	71,903	0	145,664	(29,088)	439,056	190,891	(79,534)	(7,730)	861	42,840	(224,064)
Net Assets at End of Yr		3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	2,423,995

FY22BFY22B

Subtotal - Payroll & Related Expense	\$1,487,720
---	--------------------

74	5100	Temp Employee/Outside	Totals	\$0
----	------	-----------------------	--------	-----

75	5110	Professional Services	\$31,700	31,700
----	------	-----------------------	----------	--------

78	Bank Service Fees	Bank service fees on CHOICE accounts--ALL PROJECTS	0.25%	\$	15,555	\$15,555	15,555
----	-------------------	--	-------	----	--------	----------	--------

79	5140	Repairs/Maintenance	\$0	\$0	\$12,276	12,276
----	------	---------------------	-----	-----	----------	--------

Subtotal - Outside Services	58,976
------------------------------------	---------------

85	5210	Transportation	4	4	\$1,800	1.80
----	------	----------------	---	---	---------	------

86	5212	Lodging & Meals	4	4	\$0	
----	------	-----------------	---	---	-----	--

	\$0
	<u>\$0</u>

88	5216	Business Meetings	Includes conference registrations (except 5516)	\$0
				\$0

Subtotal - Travel and Related Expenses	\$	6,200
---	-----------	--------------

5430	Web Operating Expenses	\$ -
------	------------------------	------

Subtotal - Publication-Related Expenses	\$	-
--	-----------	----------

131	5030	Staff Recruitment/Relocation	Recruiting expense/national searches	0	\$7,500	\$0
			Total	0		\$0

C:\Users\apayne\Downloads\Choice FY22 Budget Worksheet BF June 2021 6/16/2021 5:08 PM

C:\Users\apayne\Downloads\Choice FY22 Budget Worksheet BF June 2021 6/16/2021 5:08 PM

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

LINE #	LINE ITEM DESCRIPTION	- Racial Justice in new project 3919							FY22B
	Billing	Conference	Events	Staff	Cost			FY22B	
		Billed at 0000						\$0	
								\$0	
								\$0	
								\$0	
5210	Transportation				\$0			\$0	0

	Billing	Conference	Events	Staff	Cost			FY22B	
		Billed at 0000						\$0	
								\$0	
								\$0	
								\$0	
								\$0	
5212	Lodging & Meals							\$0	0

		Event/Location	Events	Avg. Cost		FY22B	
5216	Business Meetings	Meetings with business partners & prospects	0	\$250		\$0	0
						\$0	0

			Subtotal - Travel and Related Expenses	0
--	--	--	--	---

		Description				FY22B	
5400	Edit/Proofreading-O/S	Copyediting Allocation				\$5,000	5,000
		Total editorial & proofreading				\$5,000	5,000

		Description				FY22B	
5401	Typesetting/Comptn-O/S	Walsworth				\$100	100

		Description				FY22B	
5402	Printing-O/S	Walsworth				\$80,000	80,000

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

		Type of Service				FY22B	
5410	Mail Service-O/S	Mailing and postage for magazine (12 issues):postal service and Walsworth			\$	20,000	
		Fulfillment mailing services (ESP/USPS)			\$	1,800	
		Total Mailing Expense			\$	21,800	21,800

						FY22B	
5414	Supplies/Production	Layout and printing supplies (stripping)				\$4,200	4,200

				FY14	FY15B	FY22B	
5415	Pre-Press/Photo Services	Pre-press graphics services (primarily covers)	\$	-	\$0	\$0	0

						FY22B	
5420	Copyright Fees	Copyright Office registration fees				\$600	400

						FY22B		
		ESP	All Choice pubs go here except CCA in 3918	Pubs	Unit	Months	Total	
				3	\$135	12	\$4,800	
5430	Web Operating Expenses					Total	\$4,800	4,800

		Vendor/Description				FY22B	
5433	Order Processing/Fulfillment	ESP/fulfillment expenses: includes Choice, Cards, and Choice Reviews (CCA at 3918)			\$	36,000	36,000

			Subtotal - Publication Related Expenses	152,300
--	--	--	---	---------

		Item	#	Est. Cost		FY22B	
		Recruiting expense/local searches	\$0	\$1,000		\$0	
5030	Staff Recruitment/Relocation	Recruiting expense/national searches	\$0	\$7,500		\$0	0
		Total				\$0	0

5031	Staff Development					\$0	0
------	-------------------	--	--	--	--	-----	---

						\$	-	
5501	Equipment/Software-Minor					\$0	0	

		Item				FY22B	
		OCLC access charges (ALA Library IUT)					
		OCLC publishing services/bib data agreement			\$	15,636	
		EBSCO subscription at ALA					
		Other reference materials			\$	1,000	
5502	Ref Matls/Periodicals				\$	16,636	16,636

LINE #	LINE ITEM DESCRIPTION	Racial Justice in new project 3919		FY22B
		Item		FY22B
		ESP phone charges (all Choice pub go here)		\$450
5522	Telephone & Fax/O/S	Total		\$450 450
		Item		FY22B
		Choice mailroom: moved to 0000		\$0
5523	Postage & E-Mail/O/S	Total		\$0 0
				FY22B
		Accrued Prior Year depreciation		\$5,316
5530	Depr/Furn & Equipment	Total		\$5,316 5,316
5540	Royalty Expense	Fee(s) for outside contributors to the magazine		\$0 0
				FY22B
		CHOICE property tax (postage meter/computer leases)		\$0
5545	Taxes/Property			\$0 0
				FY22B
5599	Misc. Expense	Miscellaneous office expenses		\$0 0
		Subtotal - Operating Expenses		22,402
				FY22B
5903	IUT-Subscription Processing			\$ - 0
		Subtotal - Inter-Unit Transfers		\$0
		FY2019 ALA overhead charges	Rate FY17 Revenue	FY22B
		4104 Rental Mail lists	13.25% \$0	\$0
		4109 Sales/Misc	13.25% \$2,500	\$331
		4110 Subscriptions	13.25% \$306,739	\$40,643
		4421 Royalties	13.25% \$1,300	\$172
		4490 Misc. Revenue	13.25% \$45,000	\$5,963
5911	IUT-General Overhead		\$355,539	\$47,109 47,109
5600	Taxes/Income	FY15 UBIT set-aside	FY14 FY15B	FY22B
			\$0 \$0	\$0 0
		Subtotal - Overhead and Taxes		47,109
		TOTAL PROJECT EXPENSES		\$221,811
		NET PROJECT REVENUE		\$133,728

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

LINE #LINE ITEM DESCRIPTION

REVENUES

FY22B

Revenues received from license agreements with publishing partners; details below				FY20	FY22B
				B&T: Content Café and Title Source	\$ 38,522 \$ 35,000
					\$ -
				EBSCO: OAT	\$ 7,500 \$ 7,500
				EBSCO: GOBI	\$ 100,200 \$ 100,000
				Emery Pratt	\$ 1,500 \$ 1,000
				Gale/Cengage	\$ 27,885 \$ 27,500
				Ingram: iPage	\$ 12,750 \$ 12,750
				Midwest	\$ 2,800 \$ 2,500
				OCLC: OAT	\$ 4,109 \$ 4,000
				OCLC: SCS	\$ 25,000 \$ 25,000
				ProQuest: Oasis	\$ 27,895 \$ 25,000
				ProQuest: Summon	\$ 52,000 \$ 45,000
				ProQuest: Ebook Central	\$ 10,000 \$ 10,000
				ProQuest: BIP, Syndetics	\$ 210,474 \$ 182,518
52	4421	Royalties-Exempt	Total	\$ 520,635	\$ 477,768 \$477,768

TOTAL PROJECT REVENUES \$477,768
\$119,442

EXPENSES

LINE #LINE ITEM DESCRIPTION

63	5000	Salaries & Wages		All Choice	% this Project	\$3,902	
				\$ 1,247,996	0.000%	\$0	\$0
68	5010	Employee Benefits	33% of staff salary #5000 and 15% of #5001 and #5002		31.50%	\$0	\$0
				Subtotal - Payroll & Related Expense		\$0	
75	5110	Professional Services					
				Subtotal - Outside Services			
	5400	Edit/Proofreading-O/S	Description			FY22B	
			Copyediting Allocation			\$0	
			Total editorial & proofreading			\$0	0
				Subtotal - Publication Related Expenses		0	
	5911	IUT-General Overhead	Line Item	Revenue \$	Rate	O/H Charge	
			\$4,421 Royalties	\$477,768	13.25%	\$63,304	\$63,304

Subtotal - Overhead and Taxes \$63,304
\$15,826
TOTAL PROJECT EXPENSES \$ 63,304
NET PROJECT REVENUE \$ 414,464

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

LINE # LINE ITEM DESCRIPTION

REVENUES

FY22B

22	4109	Sales/Miscellaneous	Bowker expense reimbursements (per agreement)							FY22B	\$0	\$0
26	4110	Subscriptions	ProQuest Choice (@50%)	Units	Price	Gross	Split			FY22B		
				0	\$	850	\$	-	50%	\$	130,000	
										\$	-	
							Total			\$	130,000	130,000
52	4421	Royalties-Exempt	Licensing Revenues							FY22B		
								Ebook Central license to RCL matches (50% of ProQuest royalty; remaining 50% in 3902)			\$10,000	
								Total			\$10,000	10,000
TOTAL PROJECT REVENUES											\$140,000	

LINE #

EXPENSES

FY16

63	5000	Salaries & Wages				All Choice	% this Project	3905				
						\$	1,247,996.00	0.000%		\$72,503	\$72,503	
64	5001	Temp Employees-In-House								FY22B	\$0	0
68	5010	Employee Benefits								FY22B		
									15.00%	\$0		
									31.50%	\$22,838		
										\$	21,481	22,882
70	5016	Staff memberships in professional associations									\$0	0
Subtotal - Payroll & Related Expense										\$	95,385	
74	5100	Temp Employee/Outside	Publishing Assistant			Hours	Avg Rate			FY22B	\$0	0
						0	\$21.00					
	5110	Professional Services	Subject Editor honoraria Editorial remimbusement							FY22B		
						73	\$500			36,500		
										(88,000)		
										(51,500)	(51,500)	
Subtotal - Outside Services										\$	(51,500)	
85	5210	Transportation	Conference/Meeting			Staff	Cost			FY22B		
			ALA Midwinter			0	\$450			\$0		
			ACRL National Conferer			0	\$450			\$0		
			ALA Annual			0	\$450			\$0		
										\$0		0
86	5212	Lodging & Meals	Conference/Meeting			Staff	Cost			FY22B		
			ALA Midwinter			0	\$1,100			\$0		
			ACRL National Conferer			0	\$1,100			\$0		
			ALA Annual			0	\$1,100			\$0		
										\$0		0
88	5216	Business Meetings	Event/Location			# Events	Avg. Cost			FY22B		
			Meetings with vendors & business partners			0	\$125			\$0		
										\$0		0
Subtotal - Travel & Related Expenses										\$	-	
97	5305	Speaker/Guest Honorarium								FY22B	\$0	0
Subtotal - Meetings & Conferences											0	

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

LINE # LINE ITEM DESCRIPTION

121	5430	Web Operating Expenses	Description	FY14	FY15B	FY22B			
			Iron Mountain/verification of updated RCL software deposit	\$0	\$9,500	\$0			
				\$0	\$9,500	\$0			
Subtotal - Publication Related Expenses							\$ -		
131	5030	Staff Recruitment/Relocation		FY14	FY15B	FY22B			
				\$0	\$0	\$0	0		
132	5031	Staff Development				\$0	0		
135	5502	Ref Mats/Periodicals	Print and electronic reference materials	FY14	FY15B	FY22B			
				\$0	\$0	\$0	0		
137	5520	Equipment Rental/Lease	Leased equipment monthly rental fees	FY14	FY15B	FY22B			
				\$0	\$0	\$0	0		
140	5523	Postage & E-Mail/O/S		FY14	FY15B	FY22B			
				\$211	\$125	\$0	0		
151	5599	Misc. Expense	Miscellaneous office expense	FY14	FY15B	FY22B			
				\$0	\$50	\$0	0		
Subtotal - Operating Expenses							\$ -		
159	5904	Transfer to/from Endowment	Description	FY14	FY15B	FY22B			
			LTI interest transfer to RCL project	\$0	\$0	\$0	0		
Subtotal - IUT's							\$ -		
178	5911	IUT-General Overhead	FY15 ALA overhead charges	Line	Description	Rate	2015 Revenue	FY22B	
				4109	Sales/Miscellaneous	13.25%	\$0	\$0	
				4110	Subscriptions	13.25%	\$130,000	\$17,225	
				4421	Royalties	13.25%	\$10,000	\$1,325	
					Totals		\$140,000	\$18,550	
188	5600	Taxes/Income		FY13	FY14B	FY22B			
				\$0	\$0	\$0	0		
Subtotal- Overhead and Taxes								18,550	
TOTAL PROJECT EXPENSES								\$ 62,435	
NET PROJECT REVENUE								\$ 77,565	

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

LINE # LINE ITEM DESCRIPTION

REVENUES

										FY22B
30	4140	Advertising/Gross								
			Revenue History	FY18	FY19	FY20 Gross	FY21B		67.26%	
			Magazine Ad Sales Revenues (gross)	\$352,534	\$266,090	\$223,000	\$200,000	\$	FY22B	
									150,000	
			Total Gross				\$		150,000	
			Print Sales Commission Rate						4.50%	
			Print Sales Commissions						(6,750.00)	
			Net Ad Revenues						143,250.00	
										\$150,000
				4.50%		Choice Magazine Ad Sales Revenues (gross)			FY22B	
									(6,750.00)	
									0.00	
34	4611	Print Comm/Sales Rep					Total		(6,750.00)	(6,750)
TOTAL PROJECT REVENUES									\$143,250	

LINE # LINE ITEM DESCRIPTION

EXPENSES

63	5000	Salaries & Wages	Project 3907 share	All Choice	% this Project	FY22B	
				\$1,247,996	0.000%	\$35,830	\$35,830
64	5001	Temp Employees-In-House	Position			FY22B	
			Webinar/Ad Sales Support Coordinator	\$	-	\$	-
65	5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk			FY22B	
			Total Overtime			\$3,500	\$3,500
			Project 3907 share			\$	-
68	5010	Employee Benefits	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$	
			5000 Project Salaries & Wages	\$35,830	31.50%	\$11,286	
			5001 Temp Employees In-House	\$0	15.00%	\$0	
			5002 Overtime Wages	\$3,500	15.00%	\$525	
				\$39,330		\$11,811	\$11,308
Subtotal - Payroll & Related Expense							\$50,638
75	5110	Professional Services	Outside and freelance labor			FY22B	
						\$0	\$0
78	5122	Bank Service Fees	Bank service fees on ad sales accounts: Moved to 0000			FY22B	
						\$0	\$0
79	5140	Repairs/Maintenance	Annual maintenance fee/ad sales system	Spacemaster		FY22B	
						\$0	\$0
Subtotal - Outside Services							\$0
85	5210	Transportation	Billing	Conference	# Ad Sales Staff	Avg. Cost	Total
				Charleston	0	\$450	\$0
				ALA Midwinter	0	\$450	\$0
				ALA Annual	1	\$450	\$450
				ACRL Biannual Conference	0	\$450	\$0
				Other	0	\$450	\$0
						Total	\$450
					Project 3907 share	70%	\$315
86	5212	Lodging & Meals	Billing	Conference	# Ad Sales Staff	Avg. Cost	Total
				Charleston	0	\$1,100	\$0
				ALA Midwinter	0	\$1,100	\$0
				ALA Annual	1	\$1,100	\$1,100
				ACRL Biannual Conference	0	\$1,100	\$0
				Other	0	\$1,100	\$0
						Total	\$1,100
					Project 3907 share	70%	\$770
88	5216	Business Meetings	Event	Meetings with advertisers	# Events	Avg. Cost	Total
					5	\$100	\$500
					Project 3907 share	70%	\$350
Subtotal - Travel & Related Expenses							\$1,435
109	5402	Printing-O/S	CHOICE Ad Sales Promo Printing Expense			FY22B	
				OAT certificates		inventory	
				OAT seals, etc.		inventory	
			(Switched to electronic media kit in 2010)			\$0	\$0

C:\Users\apayne\Downloads\Choice FY22 Budget Worksheet BF June 2021 6/16/2021 5:08 PM

135	\$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 FY22B

63	5000 Salaries & Wages		All Choice	% this Project	3908	
			\$1,247,996	0.000%	\$	\$0

64	5001 Temp Employees-In-House	Position	FY14	FY15B	FY22B	
		Webinar/Ad Sales Support Coordinator	\$ -	\$ -	\$ -	\$0

65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime	FY22B	
			Project 3908 share	\$0.00	

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

Subtotal: Payroll and Related Expenses \$0

85	5210 Transportation	Billing	Conference	FY22B	
			Project 3908 share	30%	\$135

86	5212 Lodging & Meals	Billing	Conference	FY22B	
			Project 3908 share	30%	\$330

88	5216 Business Meetings	Event	# Events	Avg. Cost	Total	
		Meetings with advertisers	5	\$100	\$500	
			Project 3908 share	30%	\$150	\$150

Subtotal - Travel & Related Expenses \$615

109	5402 Printing-O/S	Ad Sales Promotion Printing Expenses	FY22B	
			\$0	\$0

111	5404 Design Service-O/S	Ad Sales Promotion Design Expenses	FY22B	
			\$0	\$0

Subtotal - Publication Related Expenses \$0

132	5031 Staff Development	Total	
		\$0	\$0

133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders	FY14	FY15B	FY22B	
			\$200	\$300	\$0	\$0
		Project 3908 share	\$60	\$90	\$0	

139	5522 Telephone & Fax/O/S	Item	FY22B	
		Local & long-distance phone/ad sales	\$420	
		Project 3908 share	\$126	\$126

140	5523 Postage & E-Mail/O/S	Item	FY22B	
		Mailroom postage; overnight delivery services	\$0	\$0

Subtotal - Operating Expenses \$126

	5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	FY22B	
			\$0	\$0
			30%	\$0

169	5942 IUT-Advertising	CHOICE charges to ACRL for ad sales	FY22B	
			(\$741)	(\$741)

Subtotal - Inter-Unit Transfers (\$741)

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

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

LINE #	LINE ITEM DESCRIPTION	\$6,500
REVENUES		

										FY22B
20	4105 Sales/Webinars, Webcasts. Web CE		Commission Rate	Number	Rate	Gross	Transfer Rate	Revenue		
		Sales		28	\$ 7,500	210,000	85%	178,500		
		Commission	4.50%			(9,450)	85%	(8,033)		
		Net Sales				200,550		170,468		
							Revenue to ACRL	31,500		
							Commissions to ACRL	(1,418)		
								\$178,500		
34	4611 Comm/Sales Rep				Rate	Gross	Split	Share		
				Choice	4.50%	(9,450.00)	0.85	(8,033)		
				ACRL			0.15	(1,418)		
				Total				(9,450)		
								(8,033)		
TOTAL PROJECT REVENUES								\$170,468		

LINE #	LINE ITEM DESCRIPTION
--------	-----------------------

EXPENSES									
63	5000 Salaries & Wages		All Choice		% this Project		\$3,909		
			\$1,247,996		0.000%		\$0		\$0
64	5001 Temp Employees-In-House				TOTAL		\$ -		\$0
65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime				FY22B		\$0
					TOTAL		\$ -		
68	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		
75	5110 Professional Services	Outside and freelance labor			FY22B		\$0		\$0
Subtotal - Outside Services							\$0		
111	5404 Design Service-O/S				FY22B		\$0		\$0
	5431 Webinars/Webcasts/Web CE Exp	Hosting and production (Zoom)			FY22B		\$6,750		\$6,750
	Subtotal - Publication Related Expenses							\$6,750	
133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders			FY22B		\$0		\$0
140	5523 Postage & E-Mail/O/S	Item			FY22B		\$0		\$0
		Mailroom postage; overnight delivery services							
	5540 Royalty Expense	Item	Gross Revenue		Rate		FY22B		
		ACRL	\$178,500		0.0%		\$0		\$0
Subtotal - Operating Expenses							\$0		
169	5942 IUT-Advertising	Charge back to ACRL	Expense		Gross		Transfer Rate		FY22B
			M. Derks		\$23,473		15%		\$3,521
			Subtotal - Outside Services		\$0		15%		\$0
			Subtotal - Publication Related Expenses		\$6,750		15%		\$1,013
			Subtotal - Operating Expenses		\$0		15%		\$0
			\$30,223		Total		(\$4,533)		(\$4,533)
Subtotal - Inter-Unit Transfers							(\$4,533)		
178	5911 IUT-General Overhead		Revenue \$		Rate		O/H Charge		
			Sales		178,500		0		23,651
			Commissions		(8,033)		0		(1,064)
			TOTAL						22,587
188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item		Revenue \$		Rate		UBIT \$
			Advertising/Gross		\$170,468		0.00%		\$0
Subtotal- Overhead and Taxes							\$22,587		
TOTAL PROJECT EXPENSES							\$24,803		
NET PROJECT REVENUE							\$145,664		

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

LINE # LINE ITEM DESCRIPTION

EXPENSES FY22B

63	5000 Salaries & Wages	All Choice	% this Project	\$3,910	\$0	\$0
		\$1,247,996	0.000%			

68	5010 Employee Benefits		32%	\$0		\$0
----	------------------------	--	-----	-----	--	-----

Subtotal - Payroll & Related Expense \$0

	Type of Project	FY22B	
		\$0	
		\$0	
		\$0	
75	5110 Professional Services	Outside marketing/promotion expenses	\$0

Subtotal - Outside Services \$0

	Billable	Conference	#	Staff	Cost	FY22B	
		Charleston	charge to 3918	-	\$450	\$0	
		ALA Midwinter	1	0	\$450	\$0	
		ALA Annual	1	1	\$450	\$450	
		ACRL Biannual Conference	1	0	\$450	\$0	
		Other Marketing business travel	0	0	\$450	\$0	
85	5210 Transportation					\$450	450

	Billable	Conference	#	Staff	Cost	FY22B	
		Charleston	charge to 3918	1	\$1,100	\$0	
		ALA Midwinter	1	0	\$1,100	\$0	
		ALA Annual	1	1	\$1,100	\$1,100	
		ACRL Biannual Conference	1	0	\$1,100	\$0	
		Other Marketing business travel	0	0	\$1,100	\$0	
5212	Lodging & Meals					\$1,100	1,100

Subtotal - Travel & Related Expenses \$1,550

	Billable	Conference/Location	Event	#	Avg. Cost	FY22B	
	Feb	ALA Midwinter	focus group room rental	0	\$500	\$0	
	Nov	Charleston	charge to 3918	0	\$500	\$0	
	July	ALA Annual	focus group room rental	0	\$500	\$0	
	April	ACRL Biannual Conference	focus group room rental	0	\$500	\$0	
92	5300 Facilities Rent					\$0	\$0

	Billable	Conference/Location	Number	Avg. Cost	FY22B		
	Feb	ALA Midwinter	0	\$3,000	\$0		
	Nov	Charleston	charge to 3918	0	\$3,000		\$0
	July	ALA Annual	1	\$7,000	\$7,000		
	April	ACRL Biannual Conference	0	\$3,000	\$0		
			0	\$3,000	\$0		
				Total	\$7,000		
93	5301	Conference Equipment Rental				\$7,000	

		Item	Number	Avg. Cost	FY22B	
			-	\$350	\$0	
94	5302 Meal Functions				\$0	\$0

		Conference/Location	Number	Avg. Cost	FY22B		
	Feb	ALA Midwinter	0	\$3,750	\$0		
	Nov	Charleston	charge to 3918	0	\$3,750		\$0
	July	ALA Annual	1	\$6,000	\$6,000		
	April	ACRL Biannual Conference	0	\$3,750	\$0		
			-	\$3,750	\$0		
				Total	\$6,000		

955303 Exhibits\$6,000

Subtotal - Meeting & Conference Expenses \$13,000

109	5402 Printing-O/S	Printing expenses for promotional pieces	FY22B	\$600	\$600
-----	-------------------	--	-------	-------	-------

111	5404 Design Service-O/S	Outside design services for promo pieces	FY22B	\$2,300	\$2,300
-----	-------------------------	--	-------	---------	---------

	5410 Mail Service-O/S	Type of Service	FY22B	\$500	
		Total Mailing Expense	\$500	500	

		FY17 Placements	Unit Cost	Insertions	FY22B	
		American Libraries	2,000	0		
		Good Reads	1,250	2 \$	2,000	
		Chronicle/NYRB	10,000	0 \$	-	
		Chronicle digital	2,500	0 \$	-	
		Inside Higher Ed	1,000	0 \$	-	
		Library Journal (package deal)	9,545	0 \$	-	
		Cognotes (ALA MW)	850	0 \$	-	
		Cognotes (ALA Annual)	850	0 \$	-	
		ALA program (ALA MW)	1,800	0 \$	-	
		ALA program (ALA Annual)	1,800	0 \$	-	
		LJ Academic Newswire	500	0 \$	-	
114	5411 Advertising/Space			TOTAL	\$2,000	\$2,000

115	5412 Advertising/Direct	Direct promo (print & email)	FY22B	\$500	\$500
-----	-------------------------	------------------------------	-------	-------	-------

		Database/email rental	FY22B		
116	5413 Mail List Rental	Outside list rental fees	\$0	\$0	

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

LINE # LINE ITEM DESCRIPTION

				FY22B	
5430	Web Operating Expenses	Totals	\$	-	\$0

Subtotal - Publication Related Expenses \$5,900

				FY22B	
		Vendor	Item/Service		
		Mailchimp	email service	\$ 6,300	
		Hootsuite			
		Survey Monkey		\$ 1,188	
5501	Equipment/Software-Minor			\$ 7,488	7,488

132	5031 Staff Development	Salaries	Rate	FY22B	
		\$0	0.0%	\$0	\$0

139	5522 Telephone & Fax/O/S	Item	FY14	FY15B	FY22B	
			\$0	\$0	\$0	\$0

140	5523 Postage & E-Mail/O/S	Item			FY22B	
		Mailroom postage; overnight delivery services			\$0	\$0

149	5550 Promotion	Item			FY22B	
			conf promo	\$ 400		
			giveaways	\$ 500		
		services	content marketing promo	\$ 250		
				\$1,150		\$1,150

Subtotal - Operating Expenses \$8,638

157	5902 IUT-ITTS	Item	FY14	FY15B	FY22B	
		ALA mailing list processing expense	\$0	\$2,500	\$0	\$0

				FY22B	
5942	IUT-Advertising	American Libraries advertising		\$0.00	
		Total		\$0	

Subtotal - IUT's \$0

TOTAL PROJECT EXPENSES \$29,088
NET PROJECT REVENUE (\$29,088)

REVENUES

FY22B263233

LINE #	LINE ITEM DESCRIPTION
--------	-----------------------

636568

Subtotal - Payroll & Related Expense	\$0
---	------------

3100 Temp Employee Salaries	1000000	1000000	1000000
-----------------------------	---------	---------	---------

75

Subtotal - Outside Services	\$0
------------------------------------	------------

0240	Transportation	\$1,000	\$0	
------	----------------	---------	-----	--

1111	Logging & means	40	100%
------	-----------------	----	------

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

10

12

Subtotal - Publication Related Expenses	\$35,580
--	-----------------

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

LINE # LINE ITEM DESCRIPTION -

132	5031 Staff Development			Project salaries	Rate	FY22B			
				\$0	0.0%	\$0	\$0		
142	5530 Depr/Furn & Equipment					FY22B	31,788		
		Accrued Prior Year depreciation				\$31,788			
		FY21 CR Capital Requests	Item	Requests	Est. Life in Years				
		Subtotal		\$0		\$0			
		Total CRO depreciation				\$31,788	31,788		
Subtotal - Operating Expenses						\$31,788			
178	5911 IUT-General Overhead	included in sales	Sales Commission	Revenue \$	Rate	Total	\$77,350		
				\$583,774	13.25%	\$77,350			
				\$0	13.25%	\$0			
						\$77,350			
188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	Total	\$0		
			Advertising/Gross	\$28,650	0.00%	\$0			
Subtotal- Overhead and Taxes						\$77,350			
TOTAL PROJECT EXPENSES						\$144,718			
NET PROJECT REVENUE						\$439,056			

newsletters and eblasts moved here from 3913

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

EXPENSES

	Subtotal - Outside Services	\$10,000
--	------------------------------------	-----------------

5210 Transportation5212 Lodging & Meals

	Subtotal - Travel & Related Expenses	\$1,550
--	---	----------------

5402 Printing-O/S5404 Design Service-O/S5031 Staff Development

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

LINE #	LINE ITEM DESCRIPTION			FY22B	
134	5501 Equipment/Software-Minor		Zencastr	\$220	
			Adobe Auditing	\$252	
			Blubrry tracking software	\$60	
				\$532	\$532

139	5522 Telephone & Fax/O/S	Item		FY22B	
		Local & long-distance phone/ad sales			0
			\$	-	

140	5523 Postage & E-Mail/O/S	Item		FY22B	
		Mailroom postage; overnight delivery services		\$0	\$0

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

Subtotal - Operating Expenses \$532

161	5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing		FY22B	\$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	185,000	13.25%	24,513	
	4610 Digital commissions	(8,325)	13.25%	(1,103)	
	4611 Print commissions	(2,700)	13.25%	(358)	
178	5911 IUT-General Overhead	Totals	233,975	31,002	\$31,002

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

Subtotal- Overhead and Taxes \$31,002

TOTAL PROJECT EXPENSES \$43,084
NET PROJECT REVENUE \$190,891

EXPENSES

68	5010 Employee Benefits	31.50%	TOTAL	\$0	\$0
----	------------------------	--------	-------	-----	-----

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

79	5140 Repairs/Maintenance	Carpet cleaning	15	Total	\$27,930	\$27,930
----	--------------------------	-----------------	----	-------	----------	----------

	Subtotal - Outside Services	\$27,930
--	------------------------------------	-----------------

138	5521 Space Rent	Parking	City of Middletown	\$4,500	4	\$18,000	\$18,000
-----	-----------------	---------	--------------------	---------	---	----------	----------

139	5522 Telephone & Fax/O/S	Office phone service: See 0000 #5523	AT&T	\$0	\$0
-----	--------------------------	--------------------------------------	------	-----	-----

140	5523 Postage & E-Mail/O/S	\$0	\$0
-----	---------------------------	-----	-----

141	5525 Utilities	Total	\$17,364	\$17,364
-----	----------------	-------	----------	----------

151	5599 Misc. Expense	Adjustment between CHOICE & Plant Fund	\$0
-----	--------------------	--	-----

	Subtotal - Operating Expenses	\$ 35,364
--	--------------------------------------	------------------

182	5998 IUT-Allocations	2014 Liberty Square expenses from ALA Plant Fund (730-0000)	\$ 16,240	\$16,240
-----	----------------------	---	-----------	----------

	Subtotal- Overhead and Taxes	\$16,240
--	-------------------------------------	-----------------

	NET PROJECT REVENUE	(\$79,534)
--	----------------------------	------------

LINE #	LINE ITEM DESCRIPTION	50/50 split with The Charleston Company
REVENUES		

[illegible]

LINE #	LINE ITEM DESCRIPTION	TOTAL PROJECT REVENUES	\$37,775
EXPENSES			

		Rate	
	5000 Project Salaries & Wages	\$0 31.50%	\$0.00
68	5010 Employee Benefits	32%	\$0

		Reviewers	Rate	Annual \$	
		50	\$75	\$3,750	
				\$0	
				\$0	
75	5110 Professional Services			\$3,750	\$1,875

		Conference	Staff	Cost	FY22B
		ALA Midwinter	0	\$450	\$0
		Charleston	0	\$450	\$0
		ALA Annual	0	\$450	\$0
		ACRL	0	\$450	\$0
5210	Transportation			\$1,800	\$0
					\$ -

		Conference	Events	Staff	Cost	FY22B
	Feb	ALA Midwinter	1	0	\$1,100	\$0
	Nov	Charleston	1	0	\$1,100	\$0
	July	ALA Annual	1	0	\$1,100	\$0
	April	ACRL	1	0	\$1,100	\$0
5212	Lodging & Meals					\$0
						\$ -

					FY22B	
5216	Business Meetings	Conference Registration (Marketing and Advertising only)	-	\$450	\$0	0
					\$0	

	Subtotal - Travel and Related Expenses	\$0
	Item	FY22B
		\$-
5301 Conference Equipment Rental		\$0

	Item	FY22B
5302	Meal Functions	\$0

Conference/Location		Number	Avg. Cost	FY22B
	Charleston	0	\$ 2,500	\$ -
Total				\$0
5303 Exhibits				
Subtotal - Meetings and Conferences				\$ -

	Description	FY22B	
5400 Editl/Proofreading-O/S	Freelance Copyediting Allocation	\$2,500	
	Total editorial & proofreading	\$2,500	1,250

109	5402 Printing-O/S	Printing expenses for promotional pieces	FY22B	\$0	\$0
-----	-------------------	--	-------	-----	-----

111	5404 Design Service-O/S	Outside design services for promo pieces	FY22B	\$200	\$100
-----	-------------------------	--	-------	-------	-------

113	5410 Mail Service-O/S	Type of Service		FY22B	
		Fulfillment mailing services (ESP/USPS)	from spreadsheet	\$	-
		Total Mailing Expense		\$	-

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

LINE # LINE ITEM DESCRIPTION **50/50 split with The Charleston Company**

114	5411 Advertising/Space		ATG	575	-	\$	-	FY22B	
			ATG	755	-	\$	-		
			Charleston Advisor	800	1	\$	800		
					TOTAL	\$	800		\$400
115	5412 Advertising/Direct	Direct promo (print & email)						FY22B	\$0
									\$0
116	5413 Mail List Rental	Outside list rental fees						FY22B	\$0
			Vendor	Item/Service				FY22B	
			CrossRef	DOI fees					
			productOps	hosting and maintenance			\$14,400		
			productOps	upgrades					
121	5430 Web Operating Expenses	ESP		from spreadsheet	\$	135.00	12	\$1,620	
				Totals				\$16,020	\$8,010
								FY22B	
	5433 Order Processing/Fulfillment			ESP from spreadsheet				\$500	
								\$500	\$250
								Subtotal - Publication Related Expenses	\$8,760
132	5031 Staff Development			Project salaries		Rate		FY22B	\$0
				\$0		0.0%		\$0	\$0
		Item						FY22B	
		ESP phone charges		from spreadsheet				\$0	
139	5522 Telephone & Fax/O/S	Total						\$0	0
								FY22B	
		Subtotal			\$0			\$0	
142	5530 Depr/Furn & Equipment	Total CCA depreciation						\$0	0
								FY22B	
		Accrued Prior Year depreciation (C2A Platform) before split with Charleston						\$57,230	
		Subtotal			\$0			\$0	
	5532 Amortization/Equip Lease	Total CRO depreciation						\$57,230	57,230
		Item			FY14	FY15B		\$0	
				conf. giveaways					
	5550 Promotion	Premiums & misc promo services						\$0	\$0
		Charge 50% of depreciation (line 5532) back to Charleston Company						FY22B	
								(28,615)	
		Subtotal			\$0			\$0	
	5599 Misc. Expense	Total CRO depreciation						(28,615)	(28,615)
								Subtotal - Operating Expenses	\$28,615
					Revenue \$	Rate	Total		
				included in sales	\$37,775	13.25%	\$5,005		
				Commission	\$0	13.25%	\$0		
							\$5,005		
178	5911 IUT-General Overhead								\$5,005
		FY15 UBIT Reserve	Line Item	Revenue \$	Rate	Total			
188	5600 Taxes/Income		Advertising/Gross	\$10,000	0.00%	\$0			\$0
								Subtotal- Overhead and Taxes	\$5,005
								TOTAL PROJECT EXPENSES	\$45,505
								NET PROJECT REVENUE	(\$7,730)

C:\Users\apayne\Downloads\Choice FY22 Budget Worksheet BF June 2021 6/16/2021 5:08 PM

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

LINE #	LINE ITEM DESCRIPTION					FY22B	
				Hosting	\$	365	
				SSL certificate	\$	200	
				Domain registration	\$	30	
				Maintenance	\$45	\$	540
5430	Web Operating Expenses					\$1,135	\$1,135

Subtotal - Publication Related Expenses \$1,135

134

						FY22B	
	5501 Equipment/Software-Minor					\$0	\$0

						FY22B	
	5530 Depr/Furn & Equipment					\$0	\$0

Subtotal - Operating Expenses \$0

161

	5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing				FY22B	\$0
--	------------------------	---	--	--	--	-------	-----

Subtotal - Inter-Unit Transfers \$0

178

	Line Item	Revenue \$	Rate	O/H Charge	
	4143 Advertising Online	35,000	13.25%	4,638	
	4610 Digital commissions	(1,575)	13.25%	(209)	
	5911 IUT-General Overhead	Totals			
		33,425		4,429	\$4,429

188

	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$	
			Advertising/Gross	\$35,000	0.00%	\$0	\$0

Subtotal- Overhead and Taxes \$4,429

TOTAL PROJECT EXPENSES \$32,564
NET PROJECT REVENUE \$861



Exempt Employee Performance Appraisal Form FY20

Name	Employee Title	Unit/Department	Supervisor Name	Review Period

PERFORMANCE RATINGS AND DEFINITIONS

Performance Competencies

- 5 Exceptional** – Consistently exceeds all performance expectations; provides leadership, fosters teamwork, is highly productive, innovative, responsible for and generates very high quality work; also gained new knowledge to benefit themselves/department. The employee is consistently viewed as a role model not only within their department, but throughout the association.
- 4 Exceeds Expectations** – Consistently meets and often exceeds all performance expectations; shows initiative, works collaboratively and is often seen as role model for others in the department.
- 3 Meets Expectations** – Meets all relevant performance expectations
- 2 Below Expectations** – Sometimes meets performance expectations. Performance is often inconsistent and needs/receives coaching on a regular basis.
- 1 Expectations Not Met** – Consistently fails to meet performance expectations

1.	Major Category - Knowledge and Productivity <i>Establishes employee's knowledge surrounding their job and the associated work productivity.</i>	PERFORMANCE ASSESSMENT Rating: Select a rating from 1–5 or choose NA.
<p>Job Knowledge: Shows comprehensive knowledge of skills needed to carry out responsibilities of their job. In addition, the employee is well aware of company policies and adheres to accordingly. Employee uses specialized knowledge to effectively complement that of member leaders and volunteers, who value the employee's contributions. Employee is also considered a resource for others to turn towards based on their job knowledge. Employee also stays up to date with changes in their job. Employee recommends enhancements to the job for the betterment of the department/company.</p> <p>Technical Knowledge: Applies specialized knowledge gained through training and experience; keeps informed of new developments in the field; shares relevant information with others. The employee is also proficient in the software they use in their job. Uses IT as a strategic resource</p> <p>Quality of Work: Work is clear, well-organized, and accurate, performed as directed, and conforms to established standards.</p> <p>Quantity of Work: The employee is able to manage their normal workload and at times is able to accept additional work and continue to meet established deadlines.</p> <p>Dependability and Reliability: Conscientious, responsible, employee comes to work on time and is focused on their job throughout the day with minimal disruptions. They can also be counted on to complete their work on a timely basis and keep their supervisor informed when delays occur. This employee is also considered a go to person within their department.</p>		
2.	Major Category - Initiative and Problem Solving <i>Establishes employee's Initiative and Problem-Solving Skills to their work</i>	PERFORMANCE ASSESSMENT Rating Select a rating from 1–5 or choose NA.
<p>Initiative: Originates or develops ideas or gets things started; shows willingness to tackle new challenges, seeks additional assignments, responds effectively to unusual or particularly demanding situations.</p> <p>Problem Solving and Decision Making: Shows ability to obtain information needed to make a decision; exercises sound judgment; shows decisiveness in recommending or taking action. The employee is resourceful in finding solutions to challenging problems. In addition, when this employee has a problem, they look to solve it before asking their supervisor and will also come to their supervisor with potential answers.</p> <p>Flexibility and Adaptability: Adjusts to new assignments and changing workloads, working to maximum potential. Employee also demonstrates the flexibility to adapt to change as well as the drive to initiate and lead change</p> <p>Service Orientation: A desire to help or serve customers, to meet their needs. Focuses one's efforts on discovering and meeting the customer's or member's needs with sensitivity and understanding. Employee exhibits an understanding of ALA's member leader and volunteer culture/structure and serves all member groups appropriately and effectively</p>		

3.	Major Category - Communication <i>Demonstrates strong communication skills among fellow employees, external stakeholders and members.</i>	PERFORMANCE ASSESSMENT Rating Select a rating from 1–5 or choose NA.
<p>Oral Communication: Employee demonstrates strong two way (speaking & listening) communication skills. Information and ideas are conveyed in a clear and timely manner. Employee is an articulate contributor in meetings, and an organized and compelling presenter (if required in the position).</p> <p>Written Communication: Employee has a clear, effective, concise, and well-organized writing ability. Written communications are free of errors. Employee also effectively manages email ensuring that their emails convey proper messaging and are sent to the appropriate people. Employee understands and employs different writing styles appropriately for different purposes and audiences.</p> <p>Listening Skills: Employee is an active and attentive listener; shows genuine interest and when appropriate, empathy is shown when listening to others; they exhibit appropriate nonverbal behavior to show receptivity; employee improves communication through paraphrasing, reflecting and summarizing; questions are asked to clarify other people's points of view; listens without interrupting; when in a group setting, listens to others opinions and does not dominate the conversation.</p> <p>Working with Others: Cooperates with other individuals and groups internally and externally, as appropriate; solicits, understands, and respects the opinions of others. Understands the team concept; is sought after by others to work collaboratively on projects; is viewed as a team player. Understands the importance of a membership organization. Employee actively encourages others to share their thoughts in an honest non-threatening forum. Employee exhibits an understanding of ALA's member leader and volunteer culture/structure and serves all member groups appropriately and effectively. Employee is easily approachable. The employee is eagerly sought out by others to assist on projects, reports, etc.</p>		
4.	Major Category - Strategic Focus <i>Employee understands the nature of the Association and how their role impacts day to day operations; also understands the relationship between their area and others within the company.</i>	PERFORMANCE ASSESSMENT Rating Select a rating from 1–5 or choose NA.
<p>Vision: The employee has a clear understanding of the business from a strategic perspective. The employee understands how their department's relationship with other departments impacts the day to day operations of the business. In addition, as the priorities of the department and business change, the employee understands the change and adapts to it.</p> <p>Planning: Accurately forecasts relevant operating and business conditions; establishes productive objectives, strategies, and plans; develops effective budgets; establishes priorities; develops efficient work schedules and plans.</p> <p>Change: Employee is comfortable with ambiguity within a changing environment ensuring that when changes occur they are embraced and are applied to their job. The employee can also explain the changes to others in an understandable manner. Has a fundamental curiosity and understanding of the Association that they are a part of.</p> <p>Change (Employee Supervisors Only): Understands own role in the change process; understands and addresses reactions and resistance to change; effectively communicates change; leverages the involvement of key stake holders; involves others in decision making and implementation of change; establishes structures and roles to support change.</p>		

Association of College & Research Libraries
225 N. Michigan Ave., Suite 1300, Chicago, IL 60601
800-545-2433, ext. 2523
acrl@ala.org; <http://www.acrl.org>



Report of Recent ACRL Activities that Support the Core Commitment to EDI

Plan for Excellence Quarterly Activity Report (PEAR)

Report Period: November 1, 2020 - Present

The PEAR is a quarterly report that the ACRL Board of Directors receives before each meeting. The full report is organized by strategic area to align with the ACRL Plan for Excellence. This document is an excerpt of just those activities related to the [ACRL Core Commitment to EDI](#). This high-level overview of division activities is by no means exhaustive. Activities of sections, discussion groups, interest groups, and chapters are not reflected.

Board Actions & Activities

- In November 2020, the Board approved for the Equity, Diversity, and Inclusion (EDI) Committee to distribute 50 BIPOC ALA/ACRL memberships. EDI Committee issued a call for applications in January 2021 then selected and notified applicants in time for them to register for the ACRL 2021 Virtual Conference at the member rate. The committee also held a well-received welcome session for those awarded memberships.
- An ACRL Joint Board/Budget & Finance EDI Working Group is reviewing with a financial lens how ACRL is supporting its Core Commitment, and what gaps might need addressed.
- At its January 2021 meeting, the ACRL Board of Directors approved a pause to the ACRL's Awards program for the 2021-2022 program year (July 1, 2021 – June 30, 2022) in order to engage in a critical programmatic review. During this review period, ACRL will not promote or jury any of its annual awards, and award committees will instead work with and provide input to a [task force](#) charged to make recommendations for the program's future. This pause provides an opportunity to fully assess the awards program's impact on the profession, future sustainability, and connection to ACRL's core commitment to equity, diversity, and inclusion.
- ACRL sponsored the HBCU Library Alliance 2021 Virtual Membership Meeting (June 1-2, 2021) at the Platinum level and offered the brief presentation "How We Are Marching: EDI Efforts across ACRL."
- The May 24, 2021 ACRL Leadership Council and Membership Meeting, included "Advancing ACRL's Core Commitment to Equity, Diversity, and Inclusion (EDI)" with updates from ACRL EDI Committee Chair Mary Beth Lock and ACRL Budget and Finance Committee Chair Carolyn Allen.

Committee, Task Force, and Diversity Alliance Work

- Members of the EDI Committee are in conversation with the Standards Committee about reviewing existing ACRL Standards, Guidelines, and Frameworks with an eye towards EDI as well as options for possible amendment of the procedures for updating and creating standards.

- ACRL offered two free ACRL Presents webcasts:
 - “Cultures of Collecting: Sustaining Diversity, Equity and Inclusion in Collection Development” on May 27, 2021. ACRL’s Equity, Diversity, and Inclusion Committee lead a panel discussion on questions such as: What is the “right way” to decenter racism when building collections in academic libraries? And through our collection development plans?
 - “An Insider's Guide to Preparing for Promotion: the Good, the Bad and the Ugly” on March 9, 2021. Panelists from the ACRL Equity, Diversity and Inclusion Committee discussed all aspects of the promotion process in academic libraries, including the value that promotion and tenure bring to librarianship, how to prepare your documentation, and where to find support from within your institutions or professional organizations.
- The 2020 ACRL Academic Library Trend and Statistics Survey included a trends questionnaire on EDI and the summary results will be available in May 2021.
- With 42 institutional members, the ACRL [Diversity Alliance](#) unites academic libraries committed to increasing the hiring pipeline of qualified and talented individuals from underrepresented racial and ethnic groups. A [task force](#) is working to strengthen and improve the program.
- The [ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force](#) continues work on the forthcoming EDI framework. This summer, the task force plans to draft the Framework and seek comments from the academic and public library community. As part of the 2021 Virtual ALA Annual Conference, Task Force leaders will a session, “Cultural Proficiencies for Racial Equity Framework: An Update,” on June 27, 2021.
- The Value of Academic Libraries Committee launched its [Equity & Social Justice Spotlight Series](#) on ACRL Insider with profiles of librarians discussing what it means to integrate equity and social justice into our practice and assessment, as well as how they are working toward that goal.
- The Student Learning and Information Literacy Committee (SLILC) held the 2021 Midwinter Discussion Forum, “Open and Inclusive Pedagogies from and Beyond Your Living Room.”
- SLILC is working with the Roadshow presenter teams for [Engaging with the Framework](#) and [Scholarship of Teaching and Learning](#) to continue integration of EDI content into the curriculum, as well as to consider the feasibility of creating a new Roadshow for inclusive teaching practices.
- SLILC solicited a call for proposals for the ACRL New Publications Advisory Board-approved book proposal for [Equitable & Inclusive Pedagogy](#).
- The period for project activities undertaken by the seven recipients of ACRL’s first Scholarly Communications Research Grants (up to \$5,000 each for work that contributes to more inclusive systems of scholarly communications in areas suggested by ACRL’s 2019 report [Open and Equitable Scholarly Communications: Creating a More Inclusive Future](#)) closed on November 30, 2020. Final grant reports are due June 18, 2021, to allow time for dissemination and reflection before the final report is due. Dissemination funds of \$1,500 per recipient are available through August 31, 2021. Grant recipients contributed a pre-recorded panel presenting their research at the ACRL 2021 Virtual Conference.
- The Publications Coordinating Committee is presenting the program “Diversity in Scholarly Publishing” as a prerecorded panel session at the 2021 ALA Annual Conference.

- The New Roles and Changing Landscapes Committee released a [call for facilitators](#) in March 2021 to help launch an online cohort program based on the recent [Fostering Change](#) publication. They are looking to add up to two new facilitators with experience with and/or knowledge of equity-centered design or participatory design, inclusive and/or anti-racist change strategies, and facilitation experience with a preference for those trained in anti-oppressive techniques.

Professional Development & Publications

- The ACRL 2021 Conference, “Ascending into an Open Future,” originally planned for Seattle took place as a virtual-only event April 13 - 16, 2021. Some measures to support ACRL’s core commitment included: [call for participation](#) equity statement and participation limits to allow as many individuals as possible to present, an acknowledgement of the land and water where we originally intended to gather, encouraged the use of an optional strategy called progressive stacking when asking questions, and a statement on site selection affirming our commitment to making conferences inclusive and accessible.
 - 65 conference programs (21%) selected Equity, Diversity, and Inclusion as their primary tag.
 - 91.32% of ACRL 2021 evaluation respondents indicated conference programs “very effectively” or “somewhat effectively” addressed their needs concerning Equity, Diversity, and Inclusion.
 - 91.60% of respondents agreed that the ACRL 2021 Virtual Conference provided a welcoming, inclusive, and engaging environment.
- The [RBMS 2021 Conference](#), virtual-only June 8-10, 2021, focuses on: Power. Resistance. Leadership. This conference will critically examine the existing power structures that have shaped and continue to impact special collections and archives. The program will explore the power dynamics within our profession and the ways in which we experience, exert, and/or defy power. The content from the cancelled 2020 RBMS Conference will be reprised and all speakers and scholarship recipients will be invited to participate. The RBMS 2020 Committees received an offer to extend their appointments and the original RBMS 2021 leadership graciously agreed to delay their appointments until the RBMS 2022 event.
- ACRL continued providing support to ALA Census 2020 efforts with reports of ALA Census activities completed and articles about the work of libraries to promote the 2020 Census.
- In March 2021, Choice launched [Toward Inclusive Excellence](#), to explore issues of racial justice, equity, diversity, and inclusion, particularly as they affect the library community, via a weekly updated blog and will incorporate podcasts, webinars, and research reports.
- In May 2021, Choice introduced a [new series](#) of complimentary feature-length reviews (1,500 words) of racial and social justice titles. The reviews will appear every month in the print issue of Choice and online at [Choicereviews.org](#) and [Choice360.org](#). Their intent is to feature important works on racial justice that will be of use to undergraduates and faculty researching racism and racial inequalities from new perspectives. These works will include titles that may be considered adjacent to traditional monographic output, but nonetheless are important for inclusion in scholarly contexts.

Call for Applications and Nominations for ACRL Publications in Librarianship (PIL) Editor

ACRL is currently accepting applications and inviting nominations for the position of editor of [Publications in Librarianship \(PIL\)](#), an imprint of ACRL book publications.

Appointed for a three-year term—with the possibility of one consecutive reappointment—beginning July 1, 2021, the PIL editor works closely with the ACRL content strategist and [PIL editorial board](#) to acquire and develop appropriate research-based monographic publications, issuing 2 to 5 per year. Recent publications include [Developing the Next Generation of Library Leaders](#) (PIL No. 75), [The Changing Academic Library: Operations, Culture, Environments](#), Third Edition (PIL No. 74), and the 6-volume [Framing Information Literacy: Teaching Grounded in Theory, Pedagogy, and Practice](#) (PIL No. 73). Forthcoming volumes include examinations of open peer review, predatory publishers, and the intersection of open educational resources and information literacy.

The PIL editor proactively seeks content and book proposals, and coordinates the editorial board's review of all book proposal submissions as well as the peer review process for each PIL manuscript, employing both traditional closed review by the board and open peer reviews (decided on a project-by-project basis in coordination with the editors and authors). The PIL editor helps set the strategic direction for this series, facilitating meetings and information exchange with the editorial board and the ACRL Publications Coordinating Committee and crafting annual reports and workplans.

Qualifications for the editor position include:

- professional experience in academic libraries
- a record of scholarly publication
- editing experience
- effective communication skills and experience working with a group
- broad knowledge of the issues confronting academic libraries
- an awareness of the legal and ethical aspects of scholarly communication and the “publishing process, including issues involving copyright, plagiarism, libel, privacy protection, and confidentiality”
(https://www.editors.ca/sites/default/files/definitions_of_editorial_skills-june-2019-web.pdf)

It is preferred but not necessary that the editor has been a PIL and/or ACRL book editor or author/chapter author, or served as an editorial board member or peer reviewer.

ACRL has made a [Core Commitment](#) to equity, diversity, and inclusion, and particularly to building leadership opportunities for racially and ethnically underrepresented colleagues. The Board expects this commitment to permeate the work of the Association, including all its professional development and publications.

Applications must be submitted electronically as a single PDF document. To apply, please prepare the following materials:

1. A statement addressing the aforementioned qualifications, as well as responses to the following questions (two pages maximum):
 - a. Why do you want to be the editor of Publications in Librarianship?
 - b. Are there any identities you hold that may contribute to fuller representation of diverse groups and points of view as part of this book series?
 - c. Do you have a successful publication or group leadership story you would like to share with us?
2. Your resume or CV.
3. The names and contact information for 2 references who have direct knowledge of your publications and/or leadership experience.

The single PDF application must be submitted via email by 5 p.m. Eastern on April 1, 2021, to Erin Nevius, ACRL content strategist, at enevius@ala.org for full consideration. Applications will be accepted until the position is filled. Finalists will be notified by May 15, 2021, and interviewed virtually or by phone. Appointment of the successful candidate will be made by the ACRL Board of Directors upon the recommendation of the search committee and of the ACRL Publications Coordinating Committee.

Applications/Nominations Invited for C&RL Editor – 2020/21 Editor Search Position Posting

The ACRL Publications Coordinating Committee invites applications and nominations for the position of Editor of *College & Research Libraries (C&RL)*, the scholarly research journal of ACRL. The association seeks an experienced candidate to lead its top-tier, open access journal with an eye to the future of scholarly publishing. Candidates are expected to uphold and advance the association's core commitment to equity, diversity, and inclusion. The editor is appointed for a three-year term, which may be renewed for an additional three years. Applicants must be a member of ALA and ACRL at the time of appointment.

Key Responsibilities:

- Manage the production process in conjunction with the ACRL Senior Production Editor
- Manage incoming submissions in Open Journal Systems
- Maintain a current list of qualified reviewers and assign submissions for peer review
- Review reviewer feedback and communicate with authors regarding revisions
- Make publication decisions regarding submissions
- Review issue proofs
- Field author inquiries
- Facilitate meetings and information exchange with the editorial board and the ACRL Publications Coordinating Committee
- Run reports, write work plans, and other administrative duties relating to journal publication and ACRL/ALA oversight
- Write the *C&RL* Spotlight column for *C&RL News*
- Manage *C&RL* promotion and outreach, including social media, podcasts, and other media

Qualifications:

- Professional experience in academic libraries
- Broad knowledge of current issues facing academic and research libraries
- Knowledge of, and experience with, current trends and innovations in scholarly communication, including open access, open peer review, and digital publishing
- Strong commitment to equity, diversity, and inclusion in scholarly publishing and the profession
- Organizational and communication skills, including the ability to meet, and hold others to, publication deadlines
- Editing experience, preferably in the scholarly publishing environment
- Knowledge of current trends in reader engagement, including social media integration
- Record of scholarly publishing

ACRL provides an annual honorarium for the editor. Funding for positions such as editorial assistants, book review, and social media editors is also available for distribution at the editor's discretion.

Appointment will be made by the ACRL Board of Directors at, or prior to, the 2021 ALA Annual Conference upon the recommendation of the search committee and the ACRL Publications Coordinating Committee. The incoming editor will serve as Editor-Designate for one year before assuming full responsibility for *C&RL* in July 2022.

ACRL AC21 Doc 11.2

Interested applicants should submit a CV, cover letter, and names of three references via email to ACRL Senior Production Editor Dawn Mueller at dmueller@ala.org. Please send questions about the application process to search committee chair Julia Gelfand at jgelfand@uci.edu.

Interested in nominating a qualified candidate? Send nominee contact information to the search committee chair Julia Gelfand at jgelfand@uci.edu prior to the application deadline and the search committee will solicit an application on your behalf.

The deadline for receipt of applications is January 29, 2021. Applications will also be accepted until the position is filled. Finalists will be interviewed virtually in winter 2021.



Board of Directors Discussion Form

To: ACRL Board of Directors

Subject: Short-Term Priority Setting Revisited

Submitted by: Karen Brown, ACRL Manager of Consulting

Date submitted: June 15, 2021

Background

The ACRL Board of Directors recognizes the need to set aside time, outside of regular Board meetings, to focus on priorities for the next 1-2 years. The ACRL strategic plan is revisited every year, but the past year has brought about significant changes in higher education, academic libraries, and ALA that necessitate identifying and drafting short-term priorities. Therefore, the Board met for 2 hours on June 3 to discuss short-term priorities, after reviewing background materials. This form recaps that conversation and poses questions for the Board to discuss on June 30 to further refine priorities.

Purpose of June 3 Meeting: To discuss current conditions (ACRL and higher education) in relation to short-term priorities of ACRL.

Rationale:

- Impact of 3 pandemics on higher education and academic libraries: COVID-19, renewed urgency around social justice, and economic landscape of higher education.
- New areas of need have surfaced, affecting priorities for member support.
- Changes in ALA (e.g., Pivot Strategy, Forward Together, Operating Agreement Working Group) means ACRL needs to think differently about how it does its work.
- Identifying priorities will provide a “landing strip” for the new Executive Director.
- Priorities will guide the work of ACRL committees/taskforces.

Pework (posted to [ALA Connect](#)):

- Read ACRL Environmental Scan 2021

Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

- Review the small group discussion report out notes from ACRL Leadership Council and Membership Meeting
- Review excerpt of ACRL 2021 conference evaluation responses

Key Takeaways from June 3 Full Board and Small Group Discussions

Equity, Diversity, and Inclusion

- A prominent theme across all documents and discussions.
- Importance of increasing BIPOC in leadership positions
- Many people are not aware of ACRL's EDI initiatives.
- Need for assessment to identify and document impact of ACRL's efforts – i.e., Are our efforts making a difference?

Communication and Engagement

- Enhance communication across ACRL.
- We need to tell the story about ACRL's work for the profession and individual library workers.
- Review and explore engagement and appointment practices to bring in new voices.

Membership

- Value of membership is not always clear.
- Expand membership options – e.g., external stakeholders, non-MLS library workers.
- Cost of membership is high for many, particularly considering the ALA+ACRL membership requirement.

Topics Not Fully Addressed in Environment Scan or ACRL Plan

- Topics not fully addressed in Environmental Scan: market consolidation, library space, and academic library issues in relation to legislation.
- Areas of professional practice not addressed by ACRL Plan: emerging types of data and privacy issues.

In preparation for our discussion on June 30, please consider these key takeaways along with the Board's conversation with Tracie Hall on June 10, goal-area committee updates (presented June 10 and June) and the Joint Board/B&F Working Group update (to be presented June 30).

Questions for the Board to Discuss

As we look to refine short-term priorities for ACRL:

1. How does the work of the goal-area committees and joint Board/B&F working group inform the key takeaways from the June 3 Priority Setting meeting?

Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

2. What additional information (if any) do you need to help determine short-term priorities for ACRL?
3. What are some next steps for implementing these priorities?
4. How will the Board communicate these priorities to member leaders?
5. How will progress be tracked and measured?
6. Should revisions be made to the annual report/work plan template before being shared with member leaders in July?

Stakeholders

I revisited our discussion and affirmed next steps on June 11 with the presidents and interim E.D. during their standing weekly call.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

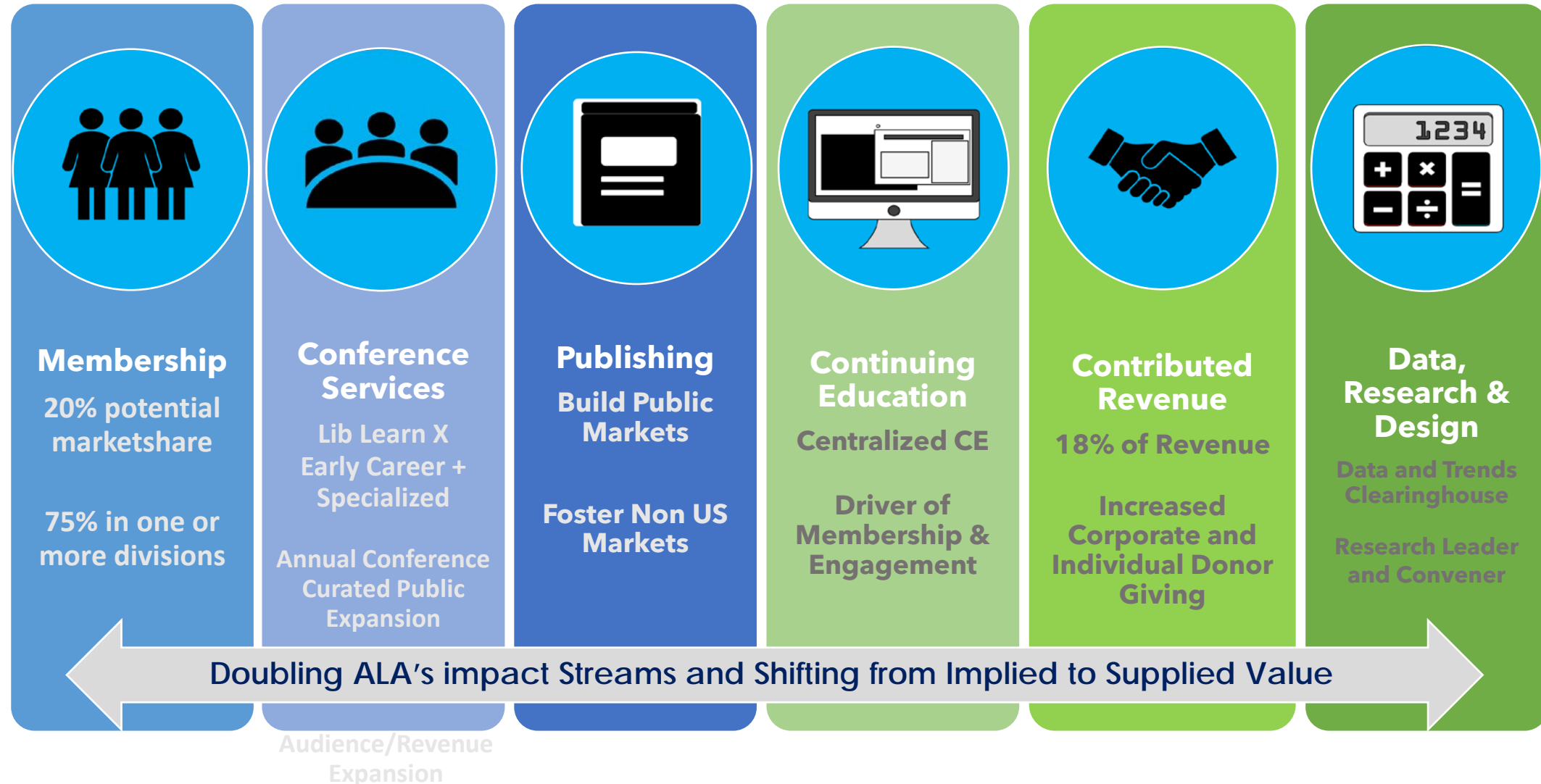
Goal: Academic and research library workforce effectively navigates change in higher education environments.

☐ Enabling Programs and Services

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

Two Major Association-wide Goals:

1. Increase Revenue by 10% over expenses; 2. Increase Membership by 5%



Increase Alignment Across Six Impact Streams by 2025

Tactical Goals

FY 21	FY 22	FY 23	FY 24	FY 25
<ul style="list-style-type: none"> • \$: Neg rev/exp gap • CR\$: 6% (\$2M) from Dev • Mem: 15% Marketshare • Rev Strms: 3 (Conf, Mem, Pub) • Specific GF Units \$ generating • Div: 8 with 65% of Mem • Confs: 2 • Culture: "Big" ALA + Div • Decentralized CE, COMMS, Dev, Purchasing • Mitigate IT as a cost center • Move to centralized teams for greater staff productivity and coordination • ASAE/Association Forum benchmarking exercise • Aligning for impact/elimination of redundancy 	<ul style="list-style-type: none"> • \$: Neu rev/exp gap • CR\$: 10% (focus ind giv + fdn) • Mem: 15% Marketshare • Rev Strms: 5 (CE, Con \$, Conf, Mem, Pub + Non-US markets) • All GF Units tracked to \$ generating • Div: 8 with 65% of Mem • Conf: 1 • LibLearnX Event • Culture: One ALA • Centralizing CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • ALA aligning to ASAE/Assn industry standards • Testing public markets for internal products (printing, Booklist, etc.) 	<ul style="list-style-type: none"> • \$: Neu rev/exp gap • CR\$: 12% (focus ind giv + fdn) • Mem: 18% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non-US markets, Data services) • All GF Units tracked to \$ generating • Div: 8 with 68% of Mem • Conf: 1 • LibLearnX Event • Culture: One ALA • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • ALA aligned to ASAE/Assn industry standards • Testing public markets for internal products • Testing Public facing Annual Conference 	<ul style="list-style-type: none"> • \$: Pos rev/exp gap • CR\$: 15% (add corp) • Mem: 18% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non-US markets, Data services) • All GF Units tracked to \$ generating • Div: 8 with 75% of Mem • Conf: 1 • LibLearnX Event • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • Testing public markets for internal products • Pub facing Annual Conference • Overall Non-US Market Expansion for products and services 	<ul style="list-style-type: none"> • \$: Pos rev/exp gap • CR\$: 18% (add corp) • Mem: 20% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non US, Data services) • All GF Units tracked to \$ generating • Div: 8 with 75% of Mem • Main Conf: 1 • LibLearnX Event • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • Testing public markets for internal products • Pub facing Annual Conference • Overall Non-US Market Expansion for products and services • Testing 7th Revenue Stream

Key: \$ = Budget; CR\$ = Contributed Revenue; Mem = Membership; Rev Strms: Revenue Streams; GE = General Fund;



Discussion Form

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

Subject: Funding for the Future

Submitted by: Carolyn Henderson Allen, ACRL Budget & Finance Chair; Kara Malenfant, ACRL Interim Executive Director; Allison Payne, ACRL Program Manager for Strategic Initiatives

Date submitted: 6/17/21

Background

Doc 13.1 is a list of major, non-self-supporting expenses included in the FY22 budget, which was created by staff based on the Board-approved Budget assumptions. The Board and Budget and Finance Committee are being asked to review these expenses and discuss their recommendations for FY22.

The Board/B&F typically reviews the annual budget at Midwinter and approves at Annual. Due to delays in reporting and to allow time to review the prior year's actuals, review will take place at Annual and action will occur in late summer.

Questions for the Board to Discuss

1. What are the pros/cons of removing or reducing major expenses included in Doc 13.1?
2. Which expenses would you prioritize as most important? Are there specific expenses that should be included in the FY22 budget?
3. Which expenses would you prioritize as least important? Are there specific expenses that should be removed from the FY22 budget?
4. Is there additional information you need from staff before you take action to approve the FY22 budget later this summer?

Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

Stakeholders

This is a preliminary discussion on the FY22 budget, and stakeholders will be contacted for input based on the Board's and B&F's recommendations.

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☐

Enabling Programs and Services

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

Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

ACRL Major Expenses

The following table shows major expenses included in the preliminary FY22 budget. See Document 13.0 for discussion questions pertaining to this table.

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
1. SPOS	\$57,022	3201	Annual face-to-face meeting for the Board and goal-area committee chairs to review the ACRL strategic plan and hold mega-issue discussions.	ACRL is a responsive organization that aligns with current needs of library workers and HE.	<ul style="list-style-type: none"> • Meet less frequently • Meet virtually • Reduce invitees • Meet before/after an existing meeting (AC, ACRL Conference) to reduce travel 	All	
2. Library Copyright Alliance Membership	\$30,000	3702, 3704	Supports joint legal counsel to advocate for policy, legislation, and in court cases on copyright issues such as fair use, trade agreements, and Google Book Search settlement.	ACRL advocates for interests of profession and higher education on copyright issues.	Drop membership		LCA consists of ALA, ACRL and ACRL. If we were to drop, the costs would likely shift to the remaining two assns.

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
3. Scholarly Communication Research Grants	\$30,000	3702	Grants of up to \$5,000 each for new research in areas suggested by ACRL's 2019 report <i>Open and Equitable Scholarly Communications: Creating a More Inclusive Future</i>	Supports ACRL's strategic goal that the academic and research library workforce accelerates the transition to more open and equitable systems of scholarship, as well as the Core Commitment. Funded projects have a long tail and are published and presented on for years with acknowledgment to ACRL, including and beyond ALA/ACRL venues. Research results are required to be disseminated publicly and freely.	<ul style="list-style-type: none"> • Reduce total amount allotted to grant program • Award fewer grants (7 grants awarded in 2019) 	Research and the Scholarly Environment ; Core Commitment to EDI	Grant administration requires a significant amount of staff time.

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
4. Strategic Initiatives	\$15,000	3200	No specific projects earmarked but intended to support new ALA membership marketing efforts and Feathr “sticky” ads.		Reduce amount budgeted.		Needed to support Pivot membership goals around recruitment
5. Project Outcome	\$66,550	3712	Monthly web maintenance costs for the ACRL Project Outcome toolkit, including improvements and upgrades. Accounts for the majority of the project’s expenses.	Free assessment and benchmarking tool for academic library community. Helps libraries understand and share the true impact of their services and programs.	Reduce improvements and upgrades budget.	<ul style="list-style-type: none"> • VAL, New Roles & Changing Landscapes • Data, Research & Design section of ALA Pivot Strategy 	<ul style="list-style-type: none"> • Improvements expenses are currently split with PLA. Will be less expensive long-term to continue this practice, as adding improvements asynchronously costs more. • Individual improvements could be supported by Advancement Fund. • Began sponsored ads in FY21 to cover some costs.

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
6. Section Basic Services	\$27,943	3275	<p>Each section receives a base allocation of \$1,000 with an additional \$0.75 per section member over 400 (as of August 31). Funds may be used on any items or activities that support the advancement of ACRL's core purpose, to lead academic and research librarians and libraries in advancing learning and scholarship (with two exceptions in the notes field).</p> <p>Budget analysis notes here: On average 60-65% of this budget gets donated to the ACRL conference scholarship fund. Full historical analysis available, if needed.</p>	ACRL sections are empowered to fund their membership initiatives including paying for social events, committee projects, non-librarian speaker fees, and donating to ACRL conference scholarship fund (which supports BIPOC recipients).	<ul style="list-style-type: none"> • Adjust funding formula • Adjust allowable expenses 		<p>Two exceptions: 1) Basic services funds may not be used for payment of honoraria or travel to support librarians' presentations at ALA, ACRL, or ACRL chapter conferences and 2) Basic services funds may not be used to purchase goods or services prohibited by ALA and ACRL policy. Sections may use Basic Services funds to support their program(s) at the Annual Conference. (Source: ACRL Board, June 2004, October 2004, Executive Committee, May 2011)</p>

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
7. Scholarships	\$37,000	3838	ACRL Immersion Program; \$10,000 RBMS Conference @ \$13,000 (funded by conference revenue profit share from prior year, avg. of past 3 years 50% profit); ALA Spectrum Scholars ACRL support for 2 scholars: \$14,000. Budgeted from ACRL's net asset balance.		<ul style="list-style-type: none"> • Reduce number of Spectrum Scholars funded from 2 to 1. • Reduce number of Spectrum Scholars and fund using ACRL Friends Advancement Funds • Reduce amount of Immersion scholarship funding • Fund Immersion scholarships using ACRL Friends Advancement Funds 	Education; Commitment to EDI	<p>RBMS scholarships are funded by the previous year's conference profit-share. Do we have the autonomy to reduce without engaging the section in the conversation?</p> <p>For ACRL scholarship applicants, preference is given to (a) applicants employed at institutions or in positions serving under-represented groups (examples include Hispanic-Serving Institutions, Historically Black Colleges and Universities, Community and Junior Colleges, and Tribal Academic Institutions), and (b) applicants from historically excluded and/or diverse cultural or ethnic backgrounds.</p>

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
8. Subsidized RoadShows	\$16,750	3402	Subsidized RoadShows for HBCU, HSI, tribal colleges, and other minority-serving institutions. 5 subsidized RSs on a partial cost-recovery model.	Discounted regional professional development for MSIs, HBCUs.	Reduce number of subsidized RSs. (Costs to ACRL per subsidized roadshow: $\$16,750 / 5 = \$3,350$)	Core Commitment to EDI	At MW20, the Board agreed with a recommendation from ReSEC to expand subsidized RSs to include all topics (not just SC) and limit to only MSIs.
9. Chapter Office Visits	\$6,600	3207	ACRL funds travel for 6 Board visits to chapters each year	Generates goodwill	<ul style="list-style-type: none"> • Make visits conditional on chapters providing a membership list so that ACRL could recruit • Reduce number of visits • Virtual visits 		During the pandemic these funds were budgeted but not used. ALA chapters pay dues to ALA, while ACRL chapters do not.
10. Chapter Allocations	\$4,500	3207	Chapters receive \$1 for every ACRL member in their state/region	Generates goodwill	Make allocation contingent on providing ACRL with current membership roster for chapter		Funds not used during the pandemic

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
11. Information Literacy Sandbox	\$5,000	3711	We have budgeted \$5,000 for continuous improvement & maintenance	Open access resource for the profession; ACRL books place companion materials in it	<ul style="list-style-type: none"> • Could reduce to \$1000 to cover maintenance only • Could explore shifting resources to MERLOT. 	Student Learning & Information Literacy	Some duplication of resources between the IS PRIMO database and the Sandbox.
12. Leadership Council Catering	\$5,000	3200, 3201, 3250, 3275	Coffee, tea, soda, appetizers/desserts during Leadership Council reception at ALA Annual.	Generates goodwill, connection to ACRL and seeing oneself as assn leader.	<ul style="list-style-type: none"> • Remove catering • Reduce to only coffee/tea/soda (estimated cost: \$2,200) • Only meet virtually 		
13. ALA Emerging Leader Sponsorships	\$3,000	3200	Three ALA Emerging Leader sponsorship		<ul style="list-style-type: none"> • Reduce number of sponsorships • Remove from budget 		

ACRL Leadership Council and Membership Meeting EDI Breakout Session Responses

EDI Session Group #	What are 3 things your group wanted the Board to know about ACRL's work in EDI?
1	<p>1. Appreciate that EDI work is happening all across ACRL. Wonder how the EDI committee could be uniquely positioned to lead, for example in guiding overall strategy or thematic focus to the rest of the division. And how EDI work could be open to bringing a wide variety of library workers and stakeholders in to make improvements.</p> <p>2. Appreciate the Budget & Finance Committee's focus on whether/how EDI work is supported in the budget, that a tangible commitment is being made beyond words.</p> <p>3. Noted a paradox of reconciling EDI work with membership issues. Since price of ALA/ACRL membership and conferences is a major obstacle for many library workers, this is also big EDI issue. How can we expand our membership if we are not going to change the prices? Happy to see the BIPOC focused programming this year. Would love to see more "pay as you can" options, and/or ways of including library workers beyond membership.</p>
2	<p>Provide compiled list of EDI initiatives across all ACRL groups annually.</p> <p>We focus too much on ARL-level concerns; not as inclusive of non-profits or community colleges</p> <p>Could do more to support school librarians.</p>
3	<p>Ensure that each group and committee understands what doing EDI work means--that goes beyond doing programming, what are all the options? Work with ALA to support purchasing books by diverse authors in all disciplines, how to collect and highlight the EDI work that is happening across the organization.</p>
4	<p>Were glad to hear about the mentoring efforts--EDI committee work and talked a lot about experiences. Basic message is that this is key to onboarding new librarians and/or members and want ACRL to consider how we can reach out to HBCUs as well as Hispanic-serving institutions to connect them to LIS programs.</p> <p>RE: EDI efforts as articulated in workplans--agree that they don't have measurable outcomes so can we consider how to ask for this info?</p> <p>Asked if the group liked this format of Leadership Council meetings--yes, enjoy learning how the sausage is made.</p> <p>PS--I was asked specifically as Board member if I saw progress since last fall. My response was yes--especially because the EDI committee has really done some terrific work. And of course, I think the efforts of the committee/TF led by Callen is going to make a difference.</p>
5	<p>- We think there are some really, really exciting things happening with EDI. We were especially interested in hearing about the funded registrations for BIPOC members. Given how much is going on throughout the association, it seems critical to communicate this work to all members and encourage groups to partner/collaborate to increase their reach and impact. For instance, could there be set of best practices for</p>

ACRL Leadership Council and Membership Meeting EDI Breakout Session Responses

EDI Session Group #	What are 3 things your group wanted the Board to know about ACRL's work in EDI?
	<p>partnering with others (both in ACRL and ALA) that is shared with all committee chairs? Often, members want to collaborate with others but are unsure how best to partner with other committees and groups. We think there are opportunities to strengthen connections between ACRL and ALA when it comes to EDI work. We also wonder if there are opportunities to extend the Spectrum Scholars program or strengthen C6 connection to the program.</p> <ul style="list-style-type: none"> - We hope the board and EDI committee and others are thinking about ways to assess the impact of new EDI programs and initiatives. If we don't assess or track the impact of our efforts, we won't know how best to spend our valuable time and resources, and we also won't know what to stop doing in order to free up resources for more meaningful activities. - We also hope the board and others continue to devote considerable time and energy to retention efforts. We're excited to hear about the efforts to recruit new BIPOC members and fund memberships, but what can we do to engage these new members in the association so they want to remain involved after the first year?
6	<p>Requirement of the MLIS degree - our discussion mostly focused on the issues around requiring and MLIS degree for librarian positions and what this does and doesn't do to the diversity of the library workforce. We agreed that there are not currently venues to have conversations about the future librarianship in this regard and that those opportunities would be welcomed.</p>
7	<p>--Very happy there is this effort to ensure EDI is embedded in the work of ACRL; it requires time and attention, which ACRL is definitely ensuring. --Sections who are leading in EDI efforts are frustrated by limitations put in place by ACRL; sections feel like they haven't got the bandwidth or ability to move forward at the pace they'd like to. --EDI efforts can be enhanced if we all have a better understanding of what is being done across ACRL. Not to be prescriptive, (in fact, duplicity of efforts can serve to amplify), but to at least KNOW what efforts are in place surrounding EDI in the whole organization. Perhaps creating some kind of an "intake form" that will allow EDI efforts to be registered in one place.</p>
9	<p>ACRL should capitalize on work of the sections to make sure it is highlighted and expanded.</p> <p>Expand access beyond membership - more open to all to draw people in so they see the value.</p> <p>Look at different membership models that benefit early career, make involvement more financially feasible, add incentives.</p>
10	<ol style="list-style-type: none"> 1. Excited by Carolyn's report - it was great to see that ACRL was undertaking the analysis about integrating the efforts! In moving towards EDI goals, I don't know what everyone else is up to, and I'm excited to find out. 2. We felt there need to be a focus on Early Career retention of marginalized and minority professionals (are BIPOC/women receiving tenure less often than other

ACRL Leadership Council and Membership Meeting EDI Breakout Session Responses

EDI Session Group #	What are 3 things your group wanted the Board to know about ACRL's work in EDI?
	<p>groups, as per anecdotal evidence?)</p> <p>3. We felt there needed to be a culture change about BIPOC retention that actually keys into broader membership issues - how can ACRL help people navigate local contexts, and how can ACRL help its members articulate the value of their own development and scholarship?</p>
11	<p>Budget cuts are very real – priorities at many libraries are going to be the basics. A membership drive will be challenging. Scholarships were great. Other practical tangible things like this are good. We're beyond training and consultants. Again, back to the need for practical, tangible action for the individual, workplace, and association. This report really starts to grapple with what's happening across ACRL and what we need to budget for EDI work. Conversation about change is exciting, because the status quo isn't going to work. We should be mindful to balance how any ACRL EDI work is integrated [both within ACRL and across ALA] so no voice is too loud. Very little coordination of the work that's been happening so far. Lack of metrics and lack of data points is troubling. Addressing that, and our editorial board make up, is important. How/where/can the diversity alliance and spectrum program align? Where can they intersect? Diversity alliance metrics - what are these? – criticism of short term residencies. What impact is this program having? Are people being retained in the profession as a result?</p>
12	<p>1. We need more BIPOC members on committees and editorial boards. We make it too hard to participate. Get rid of all this steps (Application, CV, Committee vote). Some members wonder why some groups function as committees and others as editorial boards?</p> <p>2. Could there be a way to hold a spot for LIS students or recent graduates on committees or Boards? This would increase engagement and bring in new perspectives that we need to hear.</p> <p>3. Members were most excited about the BIPOC memberships/scholarship. Although, a few members only learned of this during Leadership Council. The social to help recipients build professional networks was exciting.</p> <p>4. ACRL committee leaders should set SMARTE goals when creating work plans. EDI should be integrated into everything we do. See https://buzz.springshare.com/springynews/news-49/libguides-tricks</p> <p>5. Closing the loop in a volunteer organization can be difficult. Make succession planning a priority.</p> <p>6. As an organization, we need to pick up the pace on EDI!</p>
13	<p>Lots of exciting info- we would like to make sure that this work is made visible, that we develop metrics and assess this work while defining what success in DEI work looks like. What is missing is the follow-up- how is this work making a difference? how are we</p>

ACRL Leadership Council and Membership Meeting EDI Breakout Session Responses

EDI Session Group #	What are 3 things your group wanted the Board to know about ACRL's work in EDI?
	defining success? Why hasn't diversity counts not been updated in a decade? How can we partner with other organizations like ARL and ITHAKA to bring together all this data?

ACRL Leadership Council and Membership Meeting Pivot Strategy Breakout Session Responses

Pivot Strategy Session Group #	What are 3 things your group wanted the Board to know about the Pivot Strategy?
1	1. Some concerns about whether business and customer-focused strategies are appropriate for ALA/ACRL as membership organizations. Understand the need for solvency, and wonder if focus less on growth of memberships and more on the quality of the experience for existing members could lead to long term sustainability. Thinking of non-profit organizations with outstanding experience - the Educause conference brings together many stakeholders, USAA provides excellent customer service and connection across divisions. 2. Excitement around outreach to libraries-adjacent higher education leaders (provosts, Deans, etc) 3. Excited by international outreach, outreach to non-librarian staff, broadening our professional "home"
2	1. Consider reaching out to non-US libraries 2. Offer joint membership to ALA affiliates 3. Make it easier for ACRL to partner with groups like CRL.
3	Keep ACRL programming/branding/conferences, how to best work with ALA while retaining the things that ACRL does well and provides value for like conferences, community, etc., still need more information about transparency, decision-making, and how all the goals that ALA has outlined will be accomplished
4	Excited at the possibility of focusing on 1st-generation students, a whole day devoted to ALA Gives Back, opening up to non-librarians but... Understand that it is desirable to invite and include non-librarians but wonder how realistic this is given reductions in funding and potential lack of support for professional development that may not be as focused. In ACRL at present, the virtual was more affordable for many and that is likely to continue in the future. Want ALA to consider ways to balance the onsite with virtual. Interested to hear more about LibLearnX and ACRL's presence there as it doesn't appear to be particularly strong.
5	We believe there is more that can be done to market the value of both the ACRL and ALA membership. We continue to hear from colleagues that the cost of both membership is burdensome, and folks are frustrated that they must join ALA in order to be part of ACRL. ALA is doing exciting, interesting work, and it is important that ACRL members be made aware of these things. It'd be great if ACRL members could become as excited about and feel as proud of their ALA membership as they are about ACRL. - Relatedly, we think it is important that ACRL continue to think carefully about the costs of ACRL resources, conferences, publications and ensure that costs remain as low as possible. In cases where costs are prohibitively high for some, it might be worthwhile to share with members and others why costs are what they are. Sometimes, members and others don't realize why a publication costs what it does, for instance. Increased education about the reality of costs -- and where revenue goes -- might be worthwhile. - We hope the ACRL board and staff will consider continuing online conferences and prof development in order to include more people and create more sustainable options. And if online conferences continue, we hope the board and staff will ensure that platforms are as accessible as possible (e.g.,

ACRL Leadership Council and Membership Meeting Pivot Strategy Breakout Session Responses

Pivot Strategy Session Group #	What are 3 things your group wanted the Board to know about the Pivot Strategy?
	there were complaints about high ACRL 2021 conference registration fees and the caps on attendance in some conference sessions -- again, it might be useful to explain where registration dollars go and help members understand the importance of this revenue stream for the association).
6	<p>I do not know that I was "facilitator" but I did take some notes: Our conversation focused mostly on the issues with loss of ACRL membership. Our small group discussed some potential reasons for this and why continuing to rely on the same "increase membership!" model may not work. - With continual shrinking of library budgets, there are fewer librarian positions in academia. This leads to fewer potential members overall. - Compared to 20-30 years ago (maybe even 10-15 years ago), librarians have other potential venues for professional development. Networking can and does happen online and like-minded professionals can meet on their own through a Zoom call without any facilitation from a larger professional organization. - Anecdotal evidence of younger librarians not necessarily seeing the value in an expensive ACRL membership, especially if their employer will not pay for it and they're not in a tenure track position that "requires" ACRL involvement. It was also noted that the virtual ACRL conference did not require the burden of travel costs, which allowed some to attend who would not have if it was in person.</p>
9	<p>Focus on revenue is a concern, especially when there is a portion of the profession raising concerns about the cost of membership and attendance at conferences and to present. There are concerns that alignment with ALA will slow things down, sometimes ALA is too conservative or has structural issues that get in the way of progress. There are great advantages to ALA having a larger Data Research and Design team, shifting midwinter to LibLearnX, and to aligning activities where it reduces duplication of effort and highlights the good work currently hidden in pockets of the association.</p>
10	<ol style="list-style-type: none"> 1. Our group liked the mention of programming for Deans, Provosts and other HE administrators. 2. There was a concern that smaller so-called "niche" groups and sections might be excluded or further diminished on top-level, big-revenue areas (it was mentioned that one group had never had an ACRL program accepted). This would have a discouraging effect on membership from those areas, who otherwise may not feel engaged with the greater organization. 3. There was a very rich discussion about the lines of tension regarding membership and engagement which revolved around having more concrete specificity strategies (or "bets") are to increase these. The current issues with burnout/staff shortage were noted, but a number of possible opportunities were discussed including: encouraging dedicated Professional Development funds by Deans/Directors, marketing, continuing education, early-career mentoring/engagement (you join ACRL and you

ACRL Leadership Council and Membership Meeting Pivot Strategy Breakout Session Responses

Pivot Strategy Session Group #	What are 3 things your group wanted the Board to know about the Pivot Strategy?
	get a mentor to help navigate committee structure), possible discounts for early career librarians, and a lot of good discussion of virtual engagement and how virtual events brought people into the ACRL network that previously could not attend.
11	<p>The cross functional goals are great– so we’re not so alone in trying to accomplish these kinds of things. It could present exciting opportunities and pathways for natural partnerships that don't occur so naturally right now – academic libraries working with school or public libraries on bridges to college for example. But what will happen with ACRL's strategic initiatives; will they be subsumed by the cross functional goals? And will ALA leverage things that ACRL has done really well – like in areas of research and data (e.g., the Research Agenda)? Will opportunities for membership engagement through service still be as available, or will those diminish? How can we get the "average" member engaged and interested in these bigger picture initiatives – how can ACRL make this work practical and tangible, and address the “what’s in it for me” question? Actions for improving service/developing professional learning resonates more than increasing revenue for association. What’s been contributing to the drop in membership and is it address-able? Is the attrition we're seeing in ACRL attrition from the profession? How much of it is people experiencing financial challenges (current or sustained)?</p>
12	<ol style="list-style-type: none"> 1. Members expressed that they already thought of ALA/ACRL as service organizations. 2. Seems to be a disconnect between members that are actively involved and those that are not. Perhaps examining this could be a good strategy going forward. 3. The process to apply for Division service opportunities is not intuitive or transparent. Many mentioned that online descriptions don't accurately reflect the committee/group mission, responsibilities or participation expectations. A reference to the "hidden curriculum" in higher education was made. 4. The cost of membership and in-person conference expectations should be reviewed. Remote participation should be encouraged and welcomed to broaden member participation opportunities. Note: The group was hesitant to limit to four. They felt strongly about all of the above.
13	<p>Cost and streamlining of the divisions is a valuable effort and something the group supports and encourages. Many of our colleagues may not be able to afford to join but we as an organization must work to prove why membership offers value and work to avoid overlap between organizations. A big concern is how do we balance the financial burden of travel with the benefit of offering in person conferences. The members of my group do not find much value at ALA conferences-programming does</p>

ACRL Leadership Council and Membership Meeting Pivot Strategy Breakout Session Responses

Pivot Strategy Session Group #	What are 3 things your group wanted the Board to know about the Pivot Strategy?
	not really meet the needs of academic librarians. Instead, most in the group only attend ALA for meeting our service requirements but not for our professional development.

Association of College & Research Libraries
225 N. Michigan Ave., Suite 1300, Chicago, IL 60601
800-545-2433, ext. 2523
acrl@ala.org; <http://www.acrl.org>



To: ACRL Budget and Finance Committee, ACRL Board of Directors
From: Kara J. Malenfant, ACRL Interim Executive Director & Allison Payne, Program Manager for Strategic Initiatives
Date: June 2, 2021
Re: Five-year budget plan

ALA Interim Chief Financial Officer Denise Mortiz presented a draft five-year plan to the ALA Budget analysis and Review Committee (BARC) and ALA Executive Board in mid-April (see SPR BARC/EBD 3.26 [DRAFT 5-Year Financial Plan](#)). For divisions, it included the assumption that the expense/revenue pattern outlined for each division for FY21 and FY22 would repeat in FY23 and FY24 and again in FY25 and FY26.

In early May, Mortiz discussed this preliminary draft with division executive directors and invited input from each to help refine it. She provided direction to assume annual salary increase of 2%, inflation of 2%, employee benefits increase of 7%, and to continue to use an overhead rate of 26.5%.

ACRL staff created Doc 15.1 and discussed with budget managers for each of our primary program areas (membership, publications, and education). All agreed that this is a more realistic plan than the initial draft shared with BARC/EBD. It is based on these assumptions:

- Revenue – ACRL Conference: \$2.5 million is in line with average of recent years (excluding 2021). Note: 2017 was an outlier year due to east-coast location.
- Revenue - Other: increase 5% each year to rebuild programs and services post-pandemic
- Expenses - Payroll/Benefits: include 2% annual increase.
- Expenses - Other: reduced by 15% each year as ACRL will no longer be purposefully spending down net asset balance and reinvesting in mission.

Looking at a two-year budget cycle, the net for FY22 and FY23 do not yet balance, in large part because the preliminary FY22 budget is still built in an investment mindset of planned overspending. It should be adjusted based on conversations with ACRL Budget and Finance on June 28 and ACRL Board on June 30.

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 “invest” a portion of this net asset balance in strategic programs and services that serve the membership. Recent examples

of such investments include the promotion of Project Outcome, commissioning the *Academic Library Impact* and *Open and Equitable Scholarly Communications* research agendas with subsequent research grants to practitioner-scholar academic librarians, and digitization of past issues of *C&RL News*. Through careful stewardship, the net asset balance, which had grown to \$5,002,115 at the beginning of FY16, has through investments in strategic initiatives been reduced to \$2,391,196 (FY20 Final Close, as reported in Doc 5.1).

For future years, we must continue careful stewardship by building budgets that balance expenses with revenue over a two-year cycle. Now is the time for the ACRL Board and Budget & Finance Committee 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 association's strategic priorities and the core commitment to equity, diversity, and inclusion.

As the Board continues its discussions about near-term priorities, these goals for future fiscal years should be kept in mind.

On November 16, 2020, the ACRL Board of Directors approved the ACRL Budget & Finance Committee's recommendation for the FY22 Assumptions for ACRL and Choice. Presented again for ease of reference.



FY2022 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 reviewed these draft assumptions on November 5, 2020. The Board will review, suggest revisions as needed, and approve the assumptions below at its 2020 Fall Board Virtual Meeting on November 16, 2020. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY22 budget for review by the Budget & Finance Committee at their winter meeting (anticipated near or during the 2021 ALA Midwinter Meeting, January 22-26).

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

As we begin to prepare the FY22 budget for ACRL, the global economic outlook is largely influenced by the effects of the COVID-19 pandemic. The World Bank states that, "Current projections imply that the COVID-19 global recession will be the fourth (of eleven) deepest in this period and the most severe since the end of World War II."¹ Global GDP contraction is projected by the International Monetary Fund at -4.9%², the World Bank at -5.2%¹, and the Organization for Economic Co-operation and Development between -6% to -7.6%³. Although the U.S. Economy rebounded in the third quarter of 2020 (at an annual

¹ The World Bank, "Pandemic, Recession: The Global Economy in Crisis," June 2020. Accessed September 10, 2020. <https://www.worldbank.org/en/publication/global-economic-prospects>

² International Monetary Fund, "World Economic Outlook Update, June 2020: A Crisis Like No Other, An Uncertain Recovery," June 2020. Accessed September 9, 2020. <https://www.imf.org/en/Publications/WEO/Issues/2020/06/24/WEOUpdateJune2020>.

³ OECD, "OECD Economic Outlook, June 2020: The world economy on a tightrope," June 2020. Accessed September 10, 2020. <http://www.oecd.org/economic-outlook/june-2020/>

rate, GDP grew by 33.1 percent from July through September)⁴, economist do not expect this quarter's growth to continue for the fourth quarter. While it is expected that FY22 will be largely influenced by the effects of the 2020 global pandemic, other current events, including the November 2020 US election, racial justice movement, extreme weather events⁵, and wealth inequality⁶, will also influence the economic climate and outlook. The effects of the pandemic are expected to impact the economy for years⁷, and the global outlook is dependent on many unknown factors, including a potential new stimulus plan from Congress, the development and rollout of a vaccine and improved treatment, potential subsequent waves of the SARS-CoV-2 virus, and changing consumer behavior.

Higher education has been impacted by the pandemic, and the full extent is yet to be known. Before the pandemic, state spending on public colleges and universities was already well below the 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

⁴ U.S. Department of Commerce, Bureau of Economic Analysis, "Gross Domestic Product, Third Quarter 2020 (Advance Estimate)" October 29, 2020. <https://www.bea.gov/index.php/news/2020/gross-domestic-product-third-quarter-2020-advance-estimate> Accessed October 31, 2020.

⁵ University of Cambridge, "New approaches to help businesses tackle climate change," February 26, 2020. Accessed September 29, 2020. <https://www.cam.ac.uk/research/news/new-approaches-to-help-businesses-tackle-climate-change>

⁶ Juliana Menasce Horowitz, Ruth Igielnik, Rakesh Kochhar. "Trends in income and wealth inequality," Pew Research Center. January 9, 2020. Accessed September 28, 2020. <https://www.pewsocialtrends.org/2020/01/09/trends-in-income-and-wealth-inequality/>

⁷ Òscar Jordà, Sanjay R. Singh, and Alan M. Taylor. "The Long Economic Hangover of Pandemics," Finance & Development. International Monetary Fund. June 2020, Volume 57, Number 2. Accessed September 9, 2020. <https://www.imf.org/external/pubs/ft/fandd/2020/06/long-term-economic-impact-of-pandemics-jorda.htm>

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>

of cost savings measures, including tuition discounts to increase student enrollment and overall revenue, borrowing from endowments, and seeking additional federal and state funding.

The projected federal growth has gone from a projected 2.3% increase for 2020 to an 8.6% decrease in 2021.^{12 13} The Higher Education Price Index (which projects major cost factors for colleges and universities) is forecasting a 2.2% decrease in 2020, which is a decline from the estimated 2.6% increase from a year ago 2019.^{14 15} It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.¹⁶ 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.”¹⁷ 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.”¹⁸ “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.”¹⁹ 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

¹² “An Update to the Economic Outlook: 2019 to 2029,” *Congressional Budget Office*, August 21, 2019, <https://www.cbo.gov/publication/56542>.

¹³ “An Update to the Budget Outlook: 2020 to 2030,” *Congressional Budget Office*, September 2020, <https://www.cbo.gov/publication/55551>.

¹⁴ Higher Education Price Index (HEPI) Estimate for June 2020,” *Commonfund*, June 26, 2020. Accessed on September 28, 2020. <https://www.commonfund.org/index/higher-education-price-index-hepi-estimate-for-june-2020>.

¹⁵ “Higher Education Price Index (HEPI) Estimate for August 2019,” *Commonfund*, September 4, 2019. Accessed on September 24, 2019. <https://www.commonfund.org/news-research/index/hepi-estimate-august-2019/>.

¹⁶ 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/>.

¹⁷ 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>.

¹⁸ 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>.

¹⁹ 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

question the quality of the program remaining.²⁰ Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise²¹.

In a recent survey of college and university presidents, “55 percent of presidents described their institution as offering ‘predominantly online, with some in-person instruction.’”²² As institutions move from face-to-face to virtual classrooms, some students are expecting lowered tuition rates.²³ Some institutions have responded to this request by reducing tuition between 10% to 61%, delaying tuition hikes, adding incentives, and/or removing activity fees.^{24, 25} A handful of colleges are offering a free year of tuition.⁹ It is unknown how long the shift to virtual learning will be necessary or if this will be a lasting trend, but according to the Brookings Institution,²⁶ it is predicted that virtual and hybrid learning may continue as an option after the pandemic ends. Depending on the outcome of the US presidential elections, college tuition could become more affordable to students.²⁷ Candidate Biden has proposed making public college tuition-free for families earning \$125,000 or less “through a partnership, whereby the federal government would use funding to incentivize states to invest in their higher education institutions to eliminate tuition at those schools.”²⁸ Although total enrollment in degree-granting postsecondary institutions increased 27 percent from 2000 to 2018 (from 13.2 million to 16.6 million students), it was projected to increase by only 2 percent between 2018 and 2029 (from 16.6 million to

²⁰Ibid.

²¹ Chronicle of Higher Education (2019) Beyond Budgets, <https://connect.chronicle.com/ByndBdgtRT19>

²² Jonathan Turk, Maria Claudia Soler Salazar, Anna Marie Ramos. “College and University Presidents Respond to COVID-19 2020 Fall Term Survey,” *American Council on Education*, October 8, 2020, <https://www.acenet.edu/Research-Insights/Pages/Senior-Leaders/College-and-University-Presidents-Respond-to-COVID-19-2020-Fall-Term.aspx>

²³ Abigail Hess. “More than 93% of U.S. college students say tuition should be lowered if classes are online,” *CNBC*, July 27, 2020, <https://www.cnbc.com/2020/07/27/93percent-of-college-students-say-tuition-should-be-cut-for-online-classes.html>. Accessed September 11, 2020.

²⁴ Lilah Burke. “Rebates and Reversals,” *Insider Higher Ed*, July 24, 2020, <https://www.insidehighered.com/news/2020/07/24/some-colleges-discount-tuition-prices-online-fall>. Accessed September 11, 2020.

²⁵ Lilah Burke. “More Tuition Cuts,” *Inside Higher Ed*, August 14, 2020, <https://www.insidehighered.com/news/2020/08/14/colleges-continue-slash-tuition-response-pandemic>. Accessed September 11, 2020.

²⁶ John Villasenor. “Online college classes are here to stay. What does that mean for higher education?” *Brookings Institution*, June 1, 2020, <https://www.brookings.edu/blog/techtank/2020/06/01/online-college-classes-are-here-to-stay-what-does-that-mean-for-higher-education/>. Accessed September 11, 2020.

²⁷ Jillian Berman. “How a President Biden or a President Trump could affect the student-debt crisis and college affordability,” *MarketWatch*, September 21, 2020, <https://www.marketwatch.com/story/how-a-president-biden-or-a-president-trump-could-affect-the-student-debt-crisis-and-college-affordability-11600702994>. Accessed October 30, 2020.

²⁸ Jillian Berman. “Joe Biden’s free college plan could pay for itself within 10 years, Georgetown University analysis says,” *MarketWatch*, October 8, 2020, <https://www.marketwatch.com/story/new-analysis-estimates-the-financial-cost-and-benefits-of-bidens-free-college-plan-11601962724>. Accessed October 30, 2020.

17.0 million students).²⁹ This number is in line with high school graduation rate projections, which show the number of high school graduates increasing by 3% between 2014 and 2025.³⁰ A recent figure from Fitch Ratings, “cited preliminary data indicating enrollment across U.S. colleges and universities fell 3% this fall (2020) versus last year,” which is better than, “a 5 percent to 10 percent decline Fitch had been expecting.”³¹ Given the current economy, that increase may accelerate as past trends show that “enrollment increases rapidly during economic downturns. At the same time, state funding decreases and tuition rises at a faster rate”³². Whether enrollments increase or decrease next fall, it is unlikely that higher education will see a substantive increase in its funding, absent a new federal tuition-free program, which typically translates to no more or less funding for academic libraries.

Economic climate and academic libraries

Before the pandemic, ACRL membership numbers were 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. Closures are declining, but there are still a significant number of institutions that close each year. In 2019, there were 543 closed postsecondary institutions in the US; in 2018, 711; in 2017, 947; in 2016, 1,111.³³ According to the data through September 7, 2020, 129 institutions closed in 2020. The workforce is aging, and the pool of potential academic librarians is in decline as evidenced by the drop in MLIS degrees awarded. Since the decline began in 2010-11, MLS degrees decreased from 7,729 to 4,843 in 2016-17 or by -37%.³⁴ There was a slight 2% increase in MLS degrees granted between 2016-17 and 2017-18.¹⁸ Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.^{35, 36} The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 5% increase job outlook, which is higher than

²⁹ U. S. Department of Education: National Center for Education Statistics, “The Condition of Undergraduate Enrollment,” (May 2020). Accessed September 24, 2020. https://nces.ed.gov/programs/coe/indicator_cha.asp

³⁰ Western Interstate Commission for Higher Education, “Overall Graduate High School Trends,” Accessed September 20, 2019. <https://knocking.wiche.edu/nation-region-profile/>

³¹ Rick Seltzer. “Fitch: Negative Pressures Continue Into 2021 for Higher Ed.” *Insider Higher Ed*, October 29, 2020, <https://www.insidehighered.com/quicktakes/2020/10/29/fitch-negative-pressures-continue-2021-higher-ed>

³² State Higher Education Executive Officers Association. “State Higher Education Finance 2019 Report” Spring 2020 <https://shef.sheeo.org/> Accessed October 31, 2020.

³³ U. S. Department of Education, Office of Federal Student Aid, “Closed School Weekly/Monthly Reports,” Accessed September 24, 2020. <https://www2.ed.gov/offices/OSFAP/PEPS/closedschools.html>

³⁴ Institute of Education Sciences NCES, “Master’s degrees conferred by postsecondary institutions, by field of study: Selected years, 1970-71 through 2017-18,” accessed September 24, 2020, https://nces.ed.gov/programs/digest/d19/tables/dt19_323.10.asp?current=yes

³⁵ 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>

³⁶ 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>

the 4% job outlook for all occupations.³⁷ While job growth is indicated as fast as average again, it is a decline from the 6% growth listed in 2019 and the 9% in 2018.

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.³⁸

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.^{39, 40} Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs. Because "the current model of large publishers dominating scholarly publishing and inflation grinding down library budgets continues,"⁴¹ 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 FY22 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. While we are still awaiting FY20 financial reports, data from FY19 show that revenues were declining before the pandemic. 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 will be held as a virtual conference around the same dates. It is

³⁷ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians, accessed September 24, 2020, last modified date September 1 2020, <https://www.bls.gov/ooh/education-training-and-library/librarians.htm#tab-6>

³⁸ 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>

³⁹ 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/>

⁴⁰ 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/>

⁴¹ 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

difficult to project at this early stage, but we expect to see reduced revenues and expenses for our flagship event.

The FY22 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 strategy⁴², FY22 is planned to be the first net neutral year for the organization. Strategies for ALA to achieve a net neutral by FY22 include two new revenue streams (CE and contributed revenue), the rollout of the LibLearnX event, and testing public markets for internal products.

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 "invest" a portion of this net asset balance in strategic programs and services that serve the membership. Recent examples of such investments include the promotion of Project Outcome, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Through careful stewardship, the net asset balance, which had grown to \$5,002,115 at the beginning of FY16, has through investments in strategic initiatives been reduced to \$3,311,824 (FY19 August Final Close). We expect it to be further reduced to \$2,388,583 by FY20 close (per FY20 budget) but are pending financial reports that could verify actual.

As ACRL has strategically spent down its net asset balance and it is expected for the FY20 budget to have a greater deficit than planned, we are now looking to build a budget that balances expenses with revenue. During the June 2020 virtual meetings of the Board and Budget & Finance Committee, a list of over \$125,000 of cost savings was reviewed, and direction was given to staff to move forward with the budget cuts. Such investment in programs and services requires staffing support, and staff continues to look for ways to streamline procedures and automate processes where possible, freeing up more of their time for strategic initiatives and to accommodate work stoppage during 23 unpaid furlough days in FY21.

Going forward, the ACRL Board and Budget & Finance Committee will 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

⁴² 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>

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 FY22 is expected to be \$1,814,619 per the FY21 budget) is moving closer to the mandated operating reserve amount of \$1,060,858. 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 FY22.

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 in appreciation from its LTI to its operating budget to support strategic initiatives. ACRL will plan to complete this transfer again for FY20. The FY22 budget will include an interest transfer of \$135,000 from the endowment to the operating budget.

Choice FY22 Budget Assumptions

General Remarks

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 50%, from 3,500 the year of the Great Recession to 1,750 today, a remarkably predictable 6% a year.

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 50%, while royalties have declined by a steeper 22%, from \$640K in FY13 to about \$500K in this year's budget.

Recognizing these trends, in recent years we have been vigorously working to uncover alternate sources of revenue based around sponsorships of newsletters, podcasts, and webinars and the underwriting of white papers. During the same period that traditional advertising was shrinking by half, these sponsored-content initiatives have been steadily growing, from a scant \$70K in FY13 to a budgeted \$417K this year. Webinar sponsorships alone have generated gross revenue of over \$1MM 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: 181,775
- Choice newsletter subscribers: 14,435 (6 monthly newsletters)
- Webinar registrants: 35,702 (32 webinars)
- Webinar attendees: 15,343
- Webinar screenings on the Choice Media Channel (YouTube): 77,009
- The Authority File podcasts: 42,532 downloads and streams
- White paper downloads: 5,480 (6 reports)

So, as fiscal 2021 gets underway, Choice presents two faces to the outside world: the one, as a publisher of tools supporting the traditional collection-development process; the other, as a producer of a media portfolio engaging an audience roughly five times as large. Herein lies our dilemma. Despite the phenomenal success of our media program (a success dependent on the flow of free content), the former remains the mainstay of our business, bringing in over \$2MM, or 84% of budgeted FY21 unit revenues. The sponsored-content/media portion of the business will generate only 20% of that, some \$400K.

Enter COVID-19. It is still not clear to us how deeply the pandemic will affect our business, but as dire reports of budget shortfalls in higher education filter down through industry reports and the general media, we cannot but expect that it will further depress revenues. While to date we seen no losses that are at variance with historical performance, those, presumably, are coming soon. Here then, are our general assumptions regarding our three principal revenue streams for FY22: subscriptions, royalties (licensing), and advertising.

Subscriptions

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 the remaining subscriptions. Declines in renewal subscriptions will thus not be immediately apparent on the monthly performance reports, which show only earned income.

But of course a sharp downturn in cash does indeed serve as an indicator of things further down the road, and thus the amount of cash received during the initial months of the pandemic has been of value in forming assumptions around the FY22 budget. Since the beginning of the sequestration and the mass exodus of students from American colleges and universities in March of this year, cash receipts for both *Choice Reviews* and *Choice* magazine are down 17% from the same period (April to August) a year ago. Ordinarily one would assume this signals a dramatic downturn in subscriptions, but these figures are not so conclusive as they seem, for historically there is a wide variation in cash receipts in any one month. For instance, year-over-year April-to-August cash was down 19% for *Choice Reviews* in FY18, and *Choice* magazine suffered a 12% decline in cash during this same period in FY19, yet annual earned income for these products was off by only 1% (!) and 10%, respectively, in those years. So by themselves, these numbers do not portend the apocalypse, only the slow, relentless drip of a declining asset.

Having said that, 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 of each year and hence a large infusion of cash. Typically, November accounts 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 numbers 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 judgement about calendar 2022, as renewal rates are a reliable indicator of future revenue.

Our *Reviews on Cards* continue 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 12% in FY21, and we expect continued declines of this magnitude in FY22.

For its part, 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. We have little visibility and even less influence, over RCL sales, but absent any information to the contrary, we are projecting only a modest decline in revenue in FY22.

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. 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. For FY21, ProQuest licenses to Choice content have been budgeted at \$272,518. Should ProQuest suddenly shift course and allow its licenses to our reviews to expire in response to the pandemic (or for any other reason), the entire amount could become vulnerable within a twenty-four-month period. The probability of this type of sudden, wholesale loss is small and has not been factored in our assumptions for FY22, but it cannot be ruled out entirely. Nor is this risk confined to this one licensee.

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 \$450K (gross), fell to \$223K last year and is running at 66% of last year's performance thus far in FY21, well below budget. This trend, and its much smaller analogue in banner advertising in *Choice Reviews*, appears irreversible.

One as yet untested source of revenue is the recent introduction of advertising on Choice360.org, our newly relaunched customer-facing website. We are hopeful that the new site, which provides improved visibility of and easy access to the entire range of Choice content, may attract the interest of sponsors wishing to leverage their investment in Choice-created and produced webinars, podcasts, and white papers.

Webinars. Now in its eighth year, the Choice/ACRL webinar program is well established and continues to draw large and enthusiastic audiences, with lifetime-to date registrations approaching 140,000. 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. Fueled by COVID-associated cabin fever, FY20 saw registrations double and attendance grow by almost two-and-a-half times over the previous year. That trend appears to be continuing; by mid-October we have already reached budget in sponsor reservations for this fiscal year, and some sponsors are now cold-calling us with requests to book webcasts. So, we are forecasting revenues equal to or better than those of FY20 in both FY21 and FY22.

Podcasts. During this past year the popularity of our principal podcast, The Authority File, again accelerated rapidly, logging 42,532 listener sessions, an increase of 27% over the previous year. Even more impressive, figures for this September are up 61% (6,854 v 4,241 downloads and streams) over a year ago.

Spurred by this level of engagement, in June of this past year we launched a companion series to The Authority File, this one a serial-style podcast, in narrative format, highlighting individual library stories. Release of this new series, Patron Driven, had been planned to coincide with the ALA Annual Conference, attended by considerable on-site fanfare, but the cancellation of the live event and the resulting fanfare-less mid-summer release of its first “season” (sic), dampened initial uptake. First-season listenership of this five-part program has now reached 600, and we are in the early stages of planning a second season, contingent upon finding corporate sponsorship.

Financially, The Authority File has already exceeded its FY21 budget in sponsor reservations, with indications that the only impediment to growth in FY22 may be the limitation of staff time. We are actively exploring outsourcing post-production in order to accommodate more sponsored programming.

White Papers. Finally, 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 FY22 we will assume two white papers, with gross revenue of \$30,000.

Expenses

Expense assumptions have been made without the benefit of financial data for the fiscal year ending 31 August 2020 (see below). In the absence of this data, we have made certain *pro forma* assumptions. 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 over the past five years (\$362K in direct spending reductions between FY15 and FY19), payroll now accounts for about 70% of our direct spending. Aside from staffing, then, there are few other areas to cut. If the continued ALA strategy to contain costs is pursued through furloughs or other personnel reductions, this will mean a reduction in revenue.

For all other direct expenses, we have taken FY21B as the base and subjected it to an annual increase of 1.75%, reflecting our current low rate of inflation. This assumption is subject to substantial restatement as the economy recovers. 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.

It remains to say how difficult it has been to create assumptions around financial performance a year from now in the absence of any financial data later than March of this year. The failure of the attempt to outsource the Accounting group, and the lack of auditable financial statements that has resulted, have introduced an unprecedented and unacceptable amount of uncertainty into the entire budgeting process.

With these points in mind, Choice *pro forma* assumptions regarding the FY22 budget can be found on page 23.

ACRL General Assumptions

Basic Budget Assumptions

1. All ALA and ACRL fiscal policies will be followed in the development of the budget.
2. The mandated reserve (as set by the ACRL Board, 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. ALA/ACRL expects that the executive director vacancy will be filled by FY22, and the ED salary will be included in the FY22 budget. 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

- \$2,500 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

- \$2,500 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (*Project 3711*).
- \$5,000 will be budgeted for maintenance and development of the Information Literacy Sandbox (*Project 3711*).
- One Immersion Program will be offered in FY22 if pandemic conditions improve: the redesigned Immersion curriculum which integrates content from the separate tracks into one offering. (*Projects 3830*). The program will break even or net a small profit. We are also planning on offering at least one regional Immersion program at a location to be determined (*Project 3834*). This change addresses the trend toward making more regional programming available. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (*Project 3830*)
- Funds will be budgeted for 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

- \$2,500 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (*Project 3702*)
- \$30,000 will be budgeted for research grants to practitioner-scholar academic librarians to carry out research on key questions identified by the Spring 2019 action-oriented research agenda. These will be awarded through a competitive selection process (6-10 grants of \$3,000 - \$5,000 each); (*Project 3702*) Could consider reducing but this supports ACRL's EDI initiatives.
- 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;
 - \$497 for COUNTER dues;
 - \$2,000 for OpenCon2021, 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

- \$2,500 will be budgeted as a placeholder for new initiatives to support this goal. (*Project 3403*)

Equity, Diversity and Inclusion

Revenues

- + \$16,5000 in revenues from the ACRL Diversity Alliance will be budgeted. 48 institutions @ \$500. Number of institutions based on 75% of 2020 membership (Project 3402).

Expenses

- \$1,500 in ongoing costs to support for 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 to increase support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).

Enabling programs and services: Member Engagement

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

Membership Services

Revenues

- + These are preliminary estimates based on partial FY20 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 FY20 February actual, the most current membership data available, then adjusted down to reflect decreases in FY20, FY21 and adjusted for an expected decline in non-conference years. First, ALA has projected a 9% membership decline for FY20. Second, initial FY21 revenue (projected based on the August 2019 membership of 9,313 , a number which excludes the 206 non-dues paying members in FY19) was adjusted to reflect a mandated ALA-wide 30% reduction in dues revenue in FY21 (which would reduce the number of members by 29%). Third, as FY22 will be a non-conference year for ACRL. historically membership decreases by 4.10%. Therefore, FY22 membership will be budgeted at a total membership of 6,304 paying members. This reflects all three declines enumerated above: the projected 9% membership decrease in FY20, projected membership decreases of 29% in FY21, and 4.10% decrease as a non-conference year. ACRL may increase dues slightly in FY22 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership rate for FY22 will based on FY21 HEPI and then updated to reflect the final FY21 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

ACRL AC21 Doc 16.0

Also ACRL FB20 Doc 6.0

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).
- ACRL will budget \$4,500 (updated number in assumptions to match \$4,500 at MW19) to print *C&RL News* wraps welcoming new, reinstated, and renewing members and encouraging lapsing members to renew. (Project 3200)
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/2
- 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. 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, which consists of 21 awards. (Project 3206)

ACRL AC21 Doc 16.0
Also ACRL FB20 Doc 6.0

- Administrative fees will be allocated to 4429 instead of 4490, saving approximately \$600 in overhead.

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, \$1,200 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4Sections 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 less 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):
 - 2022 RBMS Conference scholarships @ \$18,000 reduced to \$13,000
 - Immersion Programs @ \$12,000; reduced to \$10,000 if pandemic conditions improve and a F2F program is held in FY22
 - E-learning scholarships @ \$1,000: eliminated
 - 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 FY22, non-periodical publications will be able to recover costs and net a small-medium excess revenue based on the current list of books in progress and expanding backlist. (Project 3400)
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest in FY22. (Project 3400)

Expenses

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

Library Statistics (Project 3202)

Revenues

- + In FY22 the redesigned ACRL data product (including the Academic Library Facilities survey data and the ACRL Academic Library Trends and Statistics survey data) will launch. Net revenue is projected to be \$32,725 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 FY22 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 FY22 due to current inventory and lack of sales in FY20 and most likely FY21.

C&RL (Project 3300)

Revenues

- + For FY22, we are assuming that ad revenues will drop by approximately 20% to \$9,000 due to the continued impact of the COVID-19 pandemic/ recovery. (Project 3300)

Expenses

- Online hosting and labor expenses should remain steady with FY20 actual/ FY21 budget. (Project 3300)

C&RL News (Project 3302)

Overview

- The below budget assumptions are based on continuing to publish *C&RL News* in print at 11 issues per year. Staff are examining other possible models for the magazine due to the economic downturn.

Revenues

- + Subscriptions: Subscriptions dropped approximately 15% between FY19 and FY20. We will budget a 20% drop from FY20 actual for FY22 due to an anticipated smaller number of renewals due to the pandemic. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print product ads: We anticipate an approximately 25% decline in print advertising over FY20 actual due to the ongoing impact of the pandemic and at this time will budget \$50,000 for this line.
- + Online product ads: Revenue from banner ads on the C&RL News website and table of contents alert sponsorships should hold reasonably steady at between \$12,000 and \$15,000.
- + Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, should remain steady at approximately \$80,000.
- + Classified ad revenues will be budgeted with a moderate increase over FY21, assuming that job openings consistently recover through FY20. Job ad sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. In 2020, ads suffered a massive drop as the COVID pandemic hit the U.S., down 70% to 80% for much of the year until showing signs of recovery as autumn approached. 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 the possibility of new ALA policies restricting the ads JobLIST is allowed to publish—restrictions JobLIST's for-profit competitors don't face—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)

- \$19,350 will be budgeted for ALA JobLIST's ongoing operating expenses, a monthly fee to the platform provider (assumes a small increase in the fee for the contract renewal in December 2021). (Project 3302)
- C&RL News page counts will remain at FY20 levels, pending revenues and expenses. (Project 3302)
- Slight increases in printing and postage are anticipated. (Project 3302)
- Online hosting expenses are anticipated to remain steady at FY20 actual/ FY21 budget levels. (Project 3302)

RBM (Project 3303)

Revenues

- + Subscriptions dropped approximately 10% between FY19 and FY20. At this time, we will budget a similar drop for FY22 unless we see a material change in FY20 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print and online advertising revenue should be on par with FY20 actual/ FY21 budget.

Expenses

- Online hosting expenses will remain at FY20 actual/ FY21 budget levels following the transition to Open Journal Systems in FY17. (Project 3303)
- Slight increases in printing and postage are anticipated. (Project 3303)
- Page counts should remain at FY20 levels. (Project 3303)

CHOICE

Keeping in mind the points made in the overview section, here are the following *pro forma* assumptions regarding the FY22 budget. (All percentages are to FY21 budget unless otherwise noted):

CHOICE Revenue

- + *Choice Reviews* subscription revenue will fall by 2%.
- + *Choice* magazine subscription revenue will fall by 7%; *Reviews on Cards*, by 10%
- + Subscriptions to *Resources for College Libraries* will be in line with FY21B performance, at around \$135,000. RCL licensing will remain at \$20K for the use of RCL content in ProQuest's eBook Central.
- + Net (to Choice) revenue for *ccAdvisor* will be budgeted at around \$39K for combined subscriptions and advertising.
- + Advertising net revenues:

ACRL AC21 Doc 16.0

Also ACRL FB20 Doc 6.0

- We are assuming continued weakness in *Choice* magazine advertising, yielding a 15% drop to approximately \$165,000 in gross revenue. Banner ads in *Choice Reviews* will drop by 5%.
- Content marketing:
 - Newsletters and eblasts: 2% growth
 - White papers: flat to FY21B
 - Podcasts: 5% growth
- Gross webinar revenue will be budgeted conservatively at around \$190,000, gross. Assuming the current financial split with ACRL (85/15) for webinars, this delivers around \$160K to Choice before sales commissions. Subject to restatement as the year progresses
- + 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 at FY21B levels, adjusted for inflation.

CHOICE Bottom Line

- Revenues will be down approximately 3%.
- Assuming no furloughs, expenses will rise by approximately 8% over FY21, which saw a 9% decline in payroll owing to 23 days of furlough
- For FY22, net revenue may be as high as (-\$260K), requiring a further draw-down from the Choice reserve fund, currently at about \$2.4MM.

Enabling programs and services: Education

ACRL 2023 Conference (Project 3801)

Revenues

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

Expenses

- FY22 is a non-conference year for ACRL, which typically means that it is a “spend down” year as we expend funds to prepare for the ACRL 2023 conference without revenues to offset these

expenses. Staff salaries and benefits as well as certain deposit and other planning expenses will be budgeted.

Preconferences and workshops

Revenues

- + Revenues generated from registration fees will cover the costs for 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 63rd 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 FY22. We project the number of multi-week course offerings to stay the same or decrease slightly from FY21 levels and expect webcast offerings to stay the same from FY21 levels. We anticipate total revenues will be a little down or even with FY21 actuals. (Project 3340)
- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY21.
- + ACRL will continue to offer group registration rates for e-Learning webcasts, as well as the “frequent learner program,” and special pricing for webcast series. (Project 3340)

Expenses

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

Licensed workshops (Project 3341)

Revenues

- + ACRL will continue to license full-day workshops to institutions, chapters, and consortia upon request, as allowed and deemed safe based on the pandemic outlook. 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)

- + We project the number of in-person workshops delivered to begin increasing from FY21 levels with the anticipation that large group gatherings may become safer. (Project 3341)
- + ACRL will also offer new virtual RoadShow offerings based on the current workshop topics, developed in FY21. 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. (Project 3341)
- + \$10,000 in partial revenue for subsidized RoadShow (Tent. Projects 3702, 3703, 3711).

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 FY22, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.
- \$20,000 each year to support curriculum development of new workshops and curriculum refreshes of existing workshops.
- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. Continue offering 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). (Tent. Projects 3702, 3703, 3711)

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

- \$5,000 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 new options (e.g. sponsorships, 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 FY20 level.
- \$5,000 will be budgeted for contract services as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)

ACRL AC21 Doc 16.0
Also ACRL FB20 Doc 6.0

- A small amount of money will be budgeted for replacement printers as needed. (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.

Expenses—CHOICE

- See *Choice* expenses.

ALA Relationship

Long-term investment

- + ACRL's general overhead payment to ALA will be budgeted at FY21 levels as policy requires, currently estimated at about \$811,598 (FY19 final actual).

Expenses—CHOICE

- CHOICE's general overhead payment to ALA will be budgeted at approximately \$334,014 in FY21, based on FY19 actual (final close).

ACRL Budget & Finance Committee

AC21 Note: reserve recommendations on page 3 have been updated with recent numbers and are indicated by yellow highlight.

Brainstorm document: Determining the appropriate amount for ACRL to maintain as its net asset balance.
Draft: January 26, 2018 | Georgie Donovan
Subgroup: Georgie Donovan, Rickey Best, Kevin Wade Merriman, Tara Baillargeon

Net Asset Balance: The accumulated revenues minus expenses for ongoing operations. Funds remaining at any given time are the net asset balance. For ACRL, interest earned on the net asset balance returns to ALA (not to ACRL). ALA earns a very modest return on ACRL's net asset balance. In FY16, the rate of return was 2.64% (ACRL MW17 B&F Doc 11.0). Calculating since 1991, the average rate of return was 4.72% (ACRL MW17 B&F Doc 11.0).

Long Term Investment (LTI): The active management of a pool of securities, which includes equities, fixed income (bonds) and real estate investment trusts for the purpose of growing the corpus, assets, and investment resources so as to support current and future Association needs. ACRL earns income from the funds it places in the ALA LTI. The ALA LTI is sometimes described as the "endowment." It is one account and the Endowment Trustees make decisions about asset allocation. Income (interest and dividends), capital appreciation (realized/unrealized gains and losses), and bank fees are proportionately allocated to our share of the endowment (ACRL MW17 B&F Doc 11.0). At the close of FY17 the total ALA LTI was \$43,542,028.

ACRL and CHOICE Net Asset and Long-Term Investment Fund Balances

(2006-2016 columns: ACRL MW17 Joint Board & B&F Doc 2.0; 2016-17 column: August 2017 final close performance reports)

	2006-07*	2007-08	2008-09*	2009-10	2010-11*	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17*
ACRL Closing Net Asset Balance	\$3,384,614	\$3,298,608	\$3,854,778	\$3,661,257	\$4,165,480	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,947
Transfers from Net Asset Balance to LTI	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000
ACRL LTI Principal	\$1,936,362	\$1,791,275	\$1,646,026	\$1,743,644	\$2,011,580	\$2,148,558	\$2,363,276	\$2,806,669	\$2,903,373	\$3,332,978	\$3,924,498
ACRL Award Endowments ***	\$178,690	\$170,558	\$155,158	\$164,911	\$177,297	\$185,009	\$198,287	\$233,587	\$224,150	\$234,904	\$255,527
Sum of LTI Principle & Award Endowments	\$2,115,052	\$1,962,323	\$1,801,184	\$1,908,555	\$2,188,877	\$2,333,567	\$2,561,563	\$3,040,256	\$3,127,523	\$3,567,882	\$4,180,024
Rate of Return**						10.5%**	17.5%**	7.7%**	-2.9%**	5.8%**	

* ACRL Conference Years

** Calendar Year End

*** Atkinson, Oberly, Leab award endowments

Additional Reference Documents

[ALA Statement of Revenues and Expenses by Division, February 2015](#)

History of ACRL Endowment Transfers FY12–FY16 | ACRL MW17 Joint Board & B&F Doc 3.0

ALA Endowment Policy 8.5.1 (Spending/Payout/Distribution/Withdrawal) | ACRL MW17 Joint Board B&F Doc 4.0

How Much in Reserve Funds Should Your Nonprofit Have?

Michael Daily, Executive Director of the Executive Service Corp

Article suggests 6 months operating expenses is a good reserve | and no less than 3 months operating expenses.

Operating Reserves: What are appropriate levels and what is typical in the nonprofit sector?

National Center for Charitable Statistics, Center on Nonprofits & Philanthropy at the Urban Institute, + United Way Toolkit to determine how many risk factors your organization has; suggests a 3 – 6 month reserve based on risk.

Statement of Revenues & Expenses FY2017 12 Month Financials

from pg. 13 | [Division Statement of Revenues and Expenses](#) | [ALA Results of Operations FY2017](#) | [Twelve Month Financials](#) | [EBD #4.2](#) / [BARC #4.0](#)

available at <http://www.ala.org/aboutala/ebd-inventory-2017-2018>

FY17	YTD Actual	YTD Budgeted	Prior Year Actual	Beginning Net Assets	Transfers	End Net Assets
AASL	-\$703,939	-\$454,637	\$58,956	\$757,638	-	\$53,699
ACRL	\$548,562	-\$295,404	-\$360,851	\$4,389,385	\$250K	\$4,687,947
ALCTS	\$83,842	-\$43,606	-\$2,850	\$219,866	-	\$303,708
ALSC	\$285,121	-\$22,012	\$316,953	\$2,461,926	\$162K	\$2,585,047
ASCLA	-\$5,828	-\$9,548	\$22,087	\$136,447	-	\$130,619
CHOICE	-\$166,361	-\$255,899	-\$236,392	\$2,648,059	-	\$2,481,698
LITA	-\$8,180	-\$9,446	\$17,451	\$407,081	-	\$398,901
LLAMA	\$9,877	-\$46,320	-\$4,486	\$195,479	-	\$205,356
PLA	-\$403,705	-\$814,693	\$1,042,922	\$3,464,585	-	\$3,060,880
RUSA	-\$92,579	-\$86,308	-\$82,523	\$382,110	-	\$289,531
UFL	-\$16,741	\$2,985	-\$18,084	-\$193,175	-	-\$209,916
YALSA	-\$117,974	\$47,779	-\$36,474	\$233,835	-	\$115,861
TOTAL	-\$594,267	-\$1,987,109	\$716,707	\$15,103,236	\$412K	\$14,096,969

Relevant Discussion Issues

selected from the Greater Washington Society of CPAs Educational Foundation | Nonprofit Accounting Basics

<http://www.nonprofitaccountingbasics.org/reporting-operations/statement-financial-position>

Is our cash balance increasing or decreasing?

What are current vs. long-term membership dues trends?

Are we preparing for future programming?

Have we invested enough (or too much) in the strategic plan? In staffing?

Do we need to upgrade our equipment or technology?

PROPOSALS**Primary recommendation:**

Reduce the amount of the net asset balance for ACRL by spending down to a reasonable amount, ideally between 3-6 months of operating reserve (3 months = more risk tolerant; 6 months = more conservative). Base the operating reserve on either revenues or expenditures from conference years (which have larger budgets).

Secondary recommendations:

- (a) Develop a separate group for determining how to spend these funds and over what period of time.
- (b) Develop a strategy to spend the income from the Long Term Investment endowment every year.

Notes:

- Total revenues and expenditures (next page) are taken from pg. 89 of the ACRL MW17 B&F Packet21 : Memo re: 4th Quarter Budget Report, FY2017
- The most recent ACRL Conference (2017) had revenues of ~\$2,815,300; other revenues come from publications (~\$1,122,000 without CHOICE), dues (~\$638,000), other educational offerings (~\$650,000), etc. based on FY17 final close.

AC21 Note: The following proposals have been updated to reflect audited actuals for FY17 & FY19. Prior numbers were based on FY15 and FY17. Changes have been highlighted.

Proposal #1 (low risk):

Maintain a balance of **six months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17 final close	(\$5,367,999)	+		
FY19 (\$5,115,731)	total revenues	=	\$5,241,865	
		÷	2	(to get six months / one half of year)

Net asset balance should be \$2,620,933

Proposal 2 (mid risk):

Maintain a balance of **six months** operating reserve based on **total expenditures** from two conference years (average of 2)

Average of FY17	(\$4,820,438)	+		
FY19 (\$5,234,167)	total expenditures	=	\$5,027,303	
		÷	2	(to get six months / one half of year)

Net asset balance should be \$2,513,651

Proposal 3 (high risk):

Maintain a balance of **four months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17	(\$5,367,999)	+		
FY19 (\$5,115,731)	total revenues	=	\$5,242,365	
		÷	3	(to get four months / one third of year)

Net asset balance should be \$1,747,455

Council of Higher Education Management Associations Operating Reserve Policies

Amount of Reserves		
Association	Response	ACRL reserve levels if using other association's policies
ASAE	6-12 months as a rule of thumb	6 months = \$4,137,542 12 months = \$1,034,386
ACCED-I	9 months of operating budget	\$3,103,157
ACUHO-I	6 months of current annual budget	\$2,068,771
ACUI	50% of annual expenses	\$2,068,771
AFSA	50% of the operating budget	\$2,068,771
AIR	6 months of annual budget	\$2,068,771
APPA	6 months - own their HQ	\$2,068,771
CSHEMA	6 months of annual budget	\$2,068,771
CUPA-HR	12 months - own their HQ	\$4,137,542
EDUCause	6 to 12 months of annual budget	6 months = \$4,137,542 12 months = \$1,034,386
IACLEA	9 months of annual budget	\$3,103,157
NACADA	1.5 times the annual budget	\$6,206,313
NACAS	\$250K Current operations reserve, \$50K capital reserves, \$150K future operations reserve	\$450,000
NACE	12 months of the annual budget	\$4,137,542
NACUBO	3 months (liquid), plus \$1.5 million for one-time special initiatives	\$2,534,386
NACUFS	No fixed amount; however have 12 months of annual operations	\$4,137,542
NASFAA	6 months	\$2,068,771
NIRSA	75% of annual budget (down from 100%)	\$3,103,157
NODA	50% of current annual budget	\$2,068,771
SCUP	15% of the annual operating budget	\$155,158
UPCEA	6 months of the annual budget	\$2,068,771
URIMA	Fixed annual conference expenses, plus 75% of budget general & admin expenses	\$3,103,157 + approximately \$1 million for ACRL Conference spent annually.

Note: ACRL Reserve \$ based on \$4,137,542, which is the average of the past 4 years of expenses (FY15 - FY18). Average of last 4 years used due to the peak for the biennial ACRL Conference in odd years.

Note: Document previously prepared for packet shared in FY19.

ACRL Active Task Force Status Report

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/ALA/ARL IPEDS Task Force	Charge: To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2020 and 2021 survey cycles; to develop definitions for and refine instructions regarding shared collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.	Co-chairs: Robert Dugan & TBD by ARL Board Liaison: n/a Staff Liaison: Mary Jane Petrowski	AC 2022: Final report due. AC 2021: Interim report due. October 2019: Board approved Task Force extension and new charge/timeline. Fall 2017 Initial Task Force established	May 2021: The Task Force learned that IPEDS is looking to shift responsibility for the Academic Library Component to IMLS. IMLS engaged QualityMetrics (Martha Kyrillidou and Emily Gudhe) to assess the feasibility of adopting the Academic Libraries Survey (ALS) and meetings are being set up with the Task Force to discuss ramifications and issues connected with such a shift. January 2021: Task Force worked from July - December 2020 to develop a new question for shared collections. Once approved, this question will be included in the 2021 NCES IPEDS ALC. June 2, 2020: Task Force finalized revisions to staffing counts to include vacant short-term and vacant temporary positions. April 22, 2020: Task Force met and approved new guidance for usage using COUNTER 5. Since that meeting the Task Force has developed a new FAQ response for how to count vacant short-term or temporary positions. The group is now working to develop new questions and definitions for

				<p>shared collections to be completed by November 30, 2020.</p> <p>March 10, 2020: Task Force met and reviewed the timeline, scope of work, and has identified working groups for shared collections, staffing, COUNTER 5 questions.</p> <p>November 2019: Appointments completed.</p> <p>Fall 2019: Appointments underway.</p> <p>Annual 2019: final report submitted to Board.</p> <p>April 2019: Task Force prepared a press release that will be issued on April 23, 2019, to alert the field that the US Department of Education seeks comments on IPEDS changes by May 20, 2019.</p> <p>December 2018: Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year.</p> <p>Fall Board Meeting 2018: interim report submitted.</p> <p>Fall 2018: One task force member resigned, and an appointment offer</p>
--	--	--	--	--

				<p>has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board.</p> <p>Summer 2018: The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections and e-serials will be incorporated into the 2020 IPEDS Academic Library Component along with improved counts for professional staffing.</p> <p>The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019.</p> <p>The Task Force completed edits to the 2017 survey instruction on May 16, 2017. Christopher Cody will recommend to NCES that these changes be incorporated into the 2017 IPEDS Academic Library Component.</p> <p>Spring 2017: The co-chairs and staff liaisons held two conference calls, including one on March 28, 2017 with Chris Cody, IPEDS Academic Library Component director to refine scope of work. Reports from the ACRL 2016</p>
--	--	--	--	--

ACRL AC21 FYI-1

				<p>survey and IPEDS surveys have been compiled to identify issues.</p> <p>Fall 2017: At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.</p>
--	--	--	--	---

<p>ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force</p>	<ul style="list-style-type: none"> • Scanning the environment, including review of relevant documents (e.g., ACRL Diversity Standards: Cultural Competency for Academic Libraries) to identify literature and similar statements and frameworks related to racial equity; • Drafting the framework; • Seeking comment from stakeholders and the library community on the draft, and revising as needed. 	<p>Co-conveners: Jennifer Garrett (through May 2021), Marcela Y. Isuster (current)</p> <p>Facilitators: Christina Fuller-Gregory, Co-chair, PLA Task Force on Equity, Diversity and Inclusion; Assistant Director of Libraries, SC Governors School for the Arts and Humanities (May 2021-Present).</p> <p>Katherine Skinner, Executive Director, Educopia Institute (February 2020 to January 2021)</p> <p>Staff liaisons: Allison Payne, ACRL; Kristin Lahurd & Gwendolyn Prellwitz, ODLOS; Scott Allen, PLA; Mark A. Puente, formerly ARL; Gary Roebuck, ARL</p>	<p>Late Summer 2021: Final draft of document and final status report to ACRL Board.</p> <p>Spring 2021: Draft shared and request for comments</p>	<p>Annual 2021: Task Force leaders will present Cultural Proficiencies for Racial Equity Framework: An Update on June 27, 2021 10:30 AM – 11:30 AM CT.</p> <p>May 2021: Framework Development Working Group formed to draft the document in consultation with the full task force. Working group is holding weekly meetings. Christina Fuller-Gregory, Co-chair, PLA Task Force on Equity, Diversity and Inclusion, is facilitating the Working Group. The full task convenes once per month.</p> <p>Nov 2020-Jan 2021: Three work sessions facilitated by Katherine Skinner were held to identify the goals of the Framework.</p> <p>Fall 2020: Survey Working Group may distribute a survey widely to stakeholders of four organizations.</p> <p>November 9, 2020: First of three work sessions (facilitated by Katherine Skinner) planned. Other two work sessions will most likely be scheduled in early 2021.</p> <p>October 2020: ACRL Standards Committee rep reached out to co-</p>
---	--	--	---	---

ACRL AC21 FYI-1

				<p>chairs to check-in regarding ACRL Standards process.</p> <p>Summer 2020: Full task force meetings. Working groups formed: Data and Competencies; Glossary; and Survey.</p> <p>May 2020: Task Force roster announced (press release).</p>
--	--	--	--	---

ACRL/RBMS-ARLIS/NA-SAA Joint Task Force on Development of the Art and Rare Materials BIBFRAME Ontology Extension	<p>The task force will publish and refine a BIBFRAME ontology extension for the description of special collections materials. The work will build upon the Art and Rare Materials BIBFRAME Ontology Extension established as part of the first phase of the Linked Data for Production (LD4P) project, 2016-2018.</p>	<p>Chair: Jason Kovari</p> <p>Board liaison: Cinthya Ippoliti</p> <p>Staff liaison: Megan Griffin, David Free</p> <p>Online roster</p>	<p>Spring 2021 Midwinter 2021: final report due</p> <p>Spring 2020 Midwinter 2020: interim report due - completed</p>	<p>Spring Board Virtual Meeting 2021: final report submitted.</p> <p>Spring Board Virtual Meeting 2020: Interim report submitted.</p> <p>February 2019: appointments completed.</p> <p>Winter 2019: appointments underway by RBMS.</p> <p>Fall Meeting 2018: Board approved task force.</p>
---	---	---	---	--

Diversity Alliance Task Force	<p>Oversee the Diversity Alliance, serve as champions of the program, build relationships and investigate partnerships with appropriate ACRL and ALA groups, and propose future directions, including governance, to the ACRL Board of Directors.</p>	<p>Chair: José A. Aguiñaga, Annie Belanger</p> <p>Board liaison: April Cunningham</p> <p>Staff liaison: Kara Malenfant, Allison Payne</p>	<p>June 2022: final report due</p> <p>January 2022: second interim report due</p> <p>January 2021: interim report due</p> <p>Summer 2020: Task Force terms end on June 30, 2020, and a newly appointed task force will start July 1, 2020.</p> <p>Spring 2020: Board action for recommendations on next steps.</p> <p>Annual 2016: Task Force established. Extended through AC 2020</p>	<p>February-June 2021: work is underway and the task force is meeting regularly.</p> <p>Midwinter 2021: Co-chairs met with the Board for clarification on charge and prioritization of projects.</p> <p>Dec 2020/Jan 2021: Task Force has met regularly.</p> <p>October/November 2020: Task Force virtual meeting.</p> <p>September 2020: Roster completed</p> <p>June 2020: A call for volunteers was posted on ACRL marketing channels, and appointments will be made by ACRL President Karen Munro and ACRL Vice-President Jon Cawthorne after the June 15 deadline.</p> <p>Spring Board 2020: The Board charged a new task force to carry out the current task force's recommendations.</p> <p>Midwinter 2020: Board received an update from the task force chair.</p> <p>Annual 2019: meetup held AC19.</p> <p>ACRL 2019 Conference: Diversity Alliance resident meetup with</p>
--------------------------------------	---	--	---	---

				<p>Spectrum Scholars. Hosted “Taking Charge of Your Narrative” preconference.</p> <p>Midwinter 2019 Board action request for a one-year extension through June 30, 2020.</p> <p>Task Force meetup scheduled for MW19.</p> <p>Fall 2018 TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other benefits for DA members. TF chair and ED presented at EDUCAUSE about contemporary libraries and were able to highlight the Diversity Alliance in the presentations.</p> <p>June 2018 The task force held a virtual meeting in advance AC18 to discuss future initiatives and the ACRL Residency Interest Group’s proposed charge that the Board will take action on at AC18. The group also discussed other initiatives to undertake. Overall, the task force supported the proposed charge.</p> <p>May 2018</p>
--	--	--	--	---

				<p>ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI.</p> <p>January-February 2018 Jon Cawthorne and John Culshaw provided an update at Midwinter to the Leadership Council and the Board. The DA meet-up for Deans, Directors, and Resident Coordinators was held on Sunday, Feb. 11 from 9-10 AM. Work has started on a LibGuide for Diversity Alliance residencies and an overview webinar to be delivered in the Spring. The ACRL 2019 Preconference Institute is in the planning stages, led by Leo Agnew. UNC-G is preparing an IMLS grant to cover two additional Resident Institutes for Diversity Alliance Residents.</p> <p>July-September 2017: Diversity Alliance held their first gathering at Annual and decided to continue this practice at future Midwinter and Annual conferences Diversity Alliance Task Force proposed and supported the idea of a Diversity Alliance Institute preconference for ACRL 2019. A working group has been formed to begin planning.</p>
--	--	--	--	---

				<p>Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions.</p> <p>May–June 2017: Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p>February–April 2017: Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.</p> <p>December 2016/January 2017: Advised on questions received. Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p> <p>Fall 2016: appointments completed by Irene Herold.</p> <p>Annual Conference 2016: task force approved by Board.</p>
--	--	--	--	--

National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	<p>To work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comment on the analysis of the data by August 2021.</p>	<p>Chair: Merinda Hensely</p> <p>Board liaison: Kim Copenhaver</p> <p>Staff liaison: Mary Jane Petrowski</p>	<p>Date interim report is due: 2020 Fall Board Meeting</p> <p>Date final report is due: 2021 Fall Board Meeting</p>	<p>May 2021: The Task Force invited Ashely Finley (Senior Advisor to the President and Secretary to the Board at AAC&U) to meet and discuss revisions to the NSSE IL module. She suggested that the revised module be focused on social justice to increase its appeal and use. She also indicated that AAC&U is looking to partner with a funding partner to review the VALUE rubrics, including information literacy.</p> <p>April 2021: The Task Force contracted with Melanie Hawks to conduct a focus group with librarians who have used the NSSE IL module on April. Melanie met with the Task Force on May 7 to review her findings and submitted her final report.</p> <p>January 2021: The Task Force has conducted a survey of libraries whose schools used the old IL module. Results show that few librarians were aware of the data and/or knew how to use it. A focus group is planned for April 2021. NSSE staff have offered to fund cognitive interviews with students when the new IL module is developed.</p> <p>Fall 2020: The Task Force met on Oct. 9 with Kevin Fosnacht, NSSE research analyst, to discuss options for moving</p>
---	--	---	---	--

				<p>forward with revisions to the current IL module.</p> <p>Spring 2020: The Task Force has been appointed with four members and a chair.</p> <p>Spring Board 2020: The Board approved the task force.</p>
--	--	--	--	---

Board Working Group Status Chart

Title	Task(s)	Members	Timeline & Status
Re-examination of ACRL Core commitment Joint Board/B&F Working Group	<p>Further explore and study existing equity, diversity and inclusion (EDI) work across ACRL through a financial lens, and consider how to prioritize and fund social justice or antiracist work that will be beneficial to workforce development, training and professional development.</p> <p>Tasks</p> <p>This working group will:</p> <ol style="list-style-type: none"> 1. Identify, understand and articulate all the EDI work being done throughout the Association; 2. Convey gaps and opportunities to employ a social justice framework to ACRL's current and future pipeline, workforce training and professional development efforts throughout the Association; 3. Ensure ACRL is integrating the Core commitment into the financial strategy of the Association and all commitments are resourced appropriately. 4. Develop a timeline for regular updates from the ACRL Budget 	<p>Carolyn Allen (convener), Cinthya Ippoliti, Derrick Jefferson, Faye Chadwell, Joe Mocnik, Marla Peppers, Allison Payne (staff liaison)</p>	<p>Annual 2021 (postponed to Summer/Fall 2021): WG will submit final report to the Board.</p> <p>May 2021: Carolyn Allen gave an update at the ACRL Leadership Council and Membership Meeting.</p> <p>Midwinter 2021 Spring 2021: WG will submit interim report to the Board.</p> <p>November 13, 2020: WG meeting.</p> <p>October 2020: WG convened for first virtual meeting to discuss a plan for completing an environmental scan of ACRL EDI activities through a financial lens.</p> <p>September 2020: Appointments completed</p>

	<p>& Finance Committee to the Board on, benchmarks and progress reports that will align ACRL's EDI spending with actions and decisions of the Board, presidents and executive director.</p> <p>5. Make a recommendation on whether ACRL should update the Budget and Finance infographic to include EDI.</p>		
--	--	--	--



**ALA Midwinter & Exhibits Virtual 2021
ACRL Division-level Committees, Chapters Council,
and Task Force Minutes**

Committees
ACRL/Core Interdivisional Academic Library Facilities Survey Editorial Board
Government Relations Committee
Information Literacy Frameworks and Standards Committee
<i>Resources for College Libraries</i> Editorial Board
Value of Academic Libraries Committee

Chapters Council
ACRL Chapters Council

Task Force
National Survey of Student Engagement (NSSE)
Information Literacy Module Review Task Force

ACRL/Core Interdivisional Academic Library Facilities Survey Editorial Board

February 12, 2021 Meeting
Minutes

Present: Kelly Jacobsma, Anne Casey, K.T. Vaughan, Charles Forrest, Mary Jane Petrowski, Nicole Tekulve, Eric Kidwell, and Lindsay Thompson

Absent: David Zenk, Rachel Besara, Mary Beth Lock, and Mary Ellen Spencer

1. Checking in – For the most part, everyone mentioned cold or damp and rainy weather. Anne did not participate as her weather reports this time of year generally generate upset among her cold and wet colleagues.
2. Launch of Survey 1 – the invitation to the survey has been going out but several committee members had not yet received it and Lindsay agreed to investigate. {Note: Anne received her invitation after the meeting.}
3. The group agreed to form three teams to accomplish the following over the spring:
 - a. Survey 2 -- polish the draft and create instructions
 - b. Survey 3 – polish the draft and create instructions
 - c. Research Guide -- update and add new sections for the Covid era and for the survey
4. Marketing the survey – Mary Jane stated that once we are closer to launching the full survey in FY 2022, we can get feedback from Lindsay on questions and difficulties and develop a webinar at that point.
5. Other
 - a. The LibGuide needs to be updated soon to remove LLAMA and add Core
 - b. Mary Jane can obtain editing access to the LibGuide for all who would like to work on it
 - c. Once the survey data starts coming in and Board members are able to present on the results, we can also market the LibGuide
 - d. Perhaps David could give us guidance on marketing to architectural groups
 - e. ACRL is still discussing how to release the data collected. It may be bundled with ACRL Metrics or it may be a standalone product
 - f. Lindsay reported that once the final deadline for the Trends and Statistics survey passes, there will be a push for the Facilities Survey
 - g. Anne send the most recent the drafts of surveys 2 and 3 to the Board

Government Relations Committee

Meeting: 12/3/2019

Attendees:

Member Participants: Amy Bush, Alyssa Brissett, Melanie Kowalski, Kevin Walker, Kim Copenhaver

Board Liaison: Jaquelyn Bryant

Staff Liaison: Kara Malenfant

Meeting called to order: 11:01 AM (PST)

- I. Approved 11/4/2019 meeting minutes
- II. Proposed to cancel the Government Relations Committee meeting at ALA's midwinter meeting with no objections. If there are no objections voiced, by close of business Monday, December 9th, we will cancel the midwinter meeting.
- III. Members discussed items they'd researched from the 2019 legislative agenda and voted to keep, remove, or add to watchlist.

Continuing items:

1. Federal Funding for Libraries (perhaps add IMLS funding)
2. Net Neutrality
3. Education Committee Activities (reformat to address specific issues: more research needs to be done on these- Amy and Kevin)
 - i. College Affordability
 - ii. Diversity and Inclusion
 - iii. Campus Safety
4. Affordable College Textbook Act - Erik

Watchlist items:

1. DACA/Immigration Issues
2. FASTR

(Email the ACRL Research and Scholarly Environment Committee about legislative agenda for their input concerning FASTR and solicit pertinent legislative issues)

3. FDLP Modernization Act

Suggested new items to put on 2020 Legislative Agenda

1. [Higher Education Access and Success for Homeless and Foster Youth Act of 2019](#)

IV. Future Steps:

1. New potential issues will be solicited from ALA and ACRL committees and the committee will keep an eye out for new potential issues in the coming month.

2. Create a Google Document to begin drafting agreed upon items-members will volunteer to sign up for writing responsibilities.
3. Email Chair & Liaison of the ALA Committee on Legislation to see they think it's a good idea to reformat the legislative agenda to include important items we'd like to see legislation on, i.e. enrollment challenges, changes in scholarly research-toward integration of digital content & open access.

Kevin W. agreed to set up future Zoom meetings.

Meeting Adjourned 12:32 PM (PST)

Government Relations Committee

Minutes

1/25/2021

10:00 am Central / 11:00 am Eastern

I. Welcome and Brief Overview of Committee for non-members.

In addition to Kara Malefant, interim ACRL Executive Director, committee members were joined by Carrie Russell, ALA's Associate Director for Public Policy and Advocacy. She shared some observations about the legislative advocacy process and remarked that ACRL's Government Relations Committee always supplies the most detailed legislative agenda of any of the organizations under the larger ALA umbrella.

II. Minutes of November 11, 2020 approved.

III. Updates to our [draft ACRL Legislative Agenda](#).

General discussion about Democratic victory in the presidential election and U.S. Senate elections. Not sure how long it may take the new Congress to begin work on legislation and what this will mean for our committee work. Different ideas were debated, but the committee generally agreed to remain largely within our current timeline, knowing that policy will continue to change regardless of when we issue our draft. ACRL (and ALA) don't expect us to be too committed to specifics.

The committee went through the draft agenda, item by item, but there hadn't been many changes since the last meeting. Daniel Cardwell discussed some Canadian efforts to codify data privacy principles, Mark Offermatt touched base on DACA and some issues relating to federal funding for libraries, and there was discussion about open access and whether we need the separate entry for FASTR in the Watchlist (section 9a).

IV. Next Steps

- Kevin will determine scheduling of any additional meetings.
- Continue to review and update [the shared document](#).
- April 2 – target for final document.
- Early May - Legislative Day

Meeting adjourned at 10:28 Central / 11:28 Eastern.

Minutes by Erik Nordberg, Vice Chair.

Information Literacy Frameworks and Standards Committee

Meeting: February 10, 2021 11am-12pm PT

Attendees: Rebeca Peacock, Wayne Bivens-Tatum, Elana Karshmer, Annah Hackett, Caitlin Plovnick, Mary Jane Petrowski, Toni Anaya

1. Updates from liaison groups

- EBSS Psychology Committee (Rebeca) – there was some confusion and it sounds like they were not in the process of creating a companion document.
- Dental Education (Wayne) – confirmed that there is no companion document in the works and we can remove this group from the list.
- Instruction Section (Elana) – no documents currently under review.
- EBSS Instruction for Educators Committee (Annah) – currently on track and well organized. We can expect to hear more from them soon.
- ANSS Information Literacy Committee (Caitlin) – Sociology companion document out for review and will likely be submitted to ILFSC next year. Process for Criminal Justice/Criminology companion document beginning – Wayne is part of this group.
- Image Resources Group – Have been in touch with questions about the process and charge. Caitlin met with them and will follow up.

2. Recap of documents reviewed so far and next steps

- EBSS Social Work – Companion document reviewed by ILFSC. Based on our feedback, they are preparing to submit a simplified document for our review.
- WGSS Instruction Committee – Companion document reviewed by ILFSC. Have submitted a revised document based on our feedback, awaiting review.
- PPIRS – Companion document reviewed by ILFSC. Have submitted a revised document based on our feedback, awaiting review.
- LES Working Group – Companion document reviewed by ILFSC. Plan to address our feedback and resubmit.

All the documents we've reviewed have differed in style, which has raised questions about which model groups should be following. It's probably best to encourage keeping documents on the shorter side – focus on the requirements for approval and consider moving additional content to supplemental appendixes or libguides.

3. Second review: WGSS and PPIRS framework companion documents

- We discussed options for reviewing documents that have been resubmitted to us – determined that everyone should get a chance to weigh in. See Action Items below for next steps

4. Project updates: revised tip sheet and checklist, libguide, virtual forum

- Libguide updates – Annah has been making updates to libguide content and layout. Will contact individual committee members for updates re: liaison group contacts.
- Tipsheet and Checklist: updated versions were approved by last year's committee, but never published to the website. Caitlin has temporarily posted these as PDFs on the ILFSC libguide ([Tipsheet](#), [Checklist](#)) and will follow up with Mary Jane to update website.
- Virtual Forum: we usually host a forum in the spring. With so many groups nearing completion of companion documents, it should be relatively easy to set something up this year, preferably for some time after the ACRL conference. Caitlin will follow up with Mary Jane for more information about set-up, will continue discussion with committee to work out further details. You can see recordings and materials from the past several years on the [ILFSC libguide](#).

5. Questions and notes

- Existing documents based on the rescinded Information Literacy Standards also need to be rescinded. There have been questions about how to formalize this. Caitlin will connect with Mary Jane and Toni to create a template we can share with liaison groups using a form for board requests. Some groups have pushed back at rescinding standards documents – we can address some of their concerns in our communication.
- Reminder that the Framework itself is up for review soon (technically now but it's been postponed), so we don't want to wait too long for companion documents. We've noticed that the documents we're receiving are getting more complicated and elaborate. If groups are concerned about this, please reassure them that simple documents (6 pages rather than 30) are just fine so long as they meet the basic requirements!
- If groups would like to see examples of other documents in process, it is fine to share these with permission from their creators, put them in touch with other groups, or describe details from what we've seen so far. This will be a lot easier when more Companion Documents have been approved and published!

ACTION ITEMS:

- If you were not able to attend the meeting, please **share any updates** (or lack of updates) from your liaison groups. Post to ALA Connect or email Caitlin at plovnicc@seattleu.edu.

- **Review resubmitted documents** for [WGSS](#) and [PPIRS](#). You'll find these in the ILFSC google drive folder, along with transmittal forms and a summary of our original feedback ([WGSS](#), [PPIRS](#)). Since this is the second review, it does not need to be extensive. Please respond to this post or email Caitlin by **Monday 3/1** with your vote to either approve and send the documents on, or request further revisions (and explain why if that's the case).
- Caitlin will follow up with Mary Jane and Toni on a number of items: publishing the updated Tipsheet and Checklist, set-up info for hosting virtual forums, and a template for rescinding disciplinary standards documents.

Resources for College Libraries Editorial Board

Meeting Minutes – ALA Midwinter 2021

The Resources for College Libraries Editorial Board (an ACRL Publications committee) for ALA Midwinter was held on December 07, 2020 (11-12:30p ET) via video conferencing software.

Attendees: Tamera M. Race (Chair), Jeffrey Dean Bond, Alice Daugherty, Chelsea Hanrahan, Jennifer A. Maddox Abbott, Adrian Morales, Stephen Patton, and Dr. Shaundra Walker.

Staff Liaisons: Mark Cummings, Anne Doherty

Introductions. Stephen Patton volunteered to serve as secretary for the meeting.

1. **Project Report.** The RCL Project Editor, Anne Doherty, shared a summary of project updates and highlights:
 - The “Collecting to the Core” column in *Against the Grain* is ceasing, after 10 years.
 - Deselection is a project focus this year with a target goal of 9-10K titles database-wide removed.
 - There are a number of editorial openings; board recommendations (individual or general) are encouraged. Anne will post additional materials and messaging in the board space in January.
 - Access to Ebook Central (EBC) ebook data will be integrated into the RCL user database in 2021, in response to customer demand for digital resource availability information.

During the project report, Jeff Bond asked for clarification on the distinction between RCL and RCL Career Resources. (AD: RCL Career Resources subject collections are aimed at two-year/technical college programs.) Chelsea Hanrahan asked for clarification on whether editorial participants must be ALA/ACRL members. (AD: No, RCL subject editors are not required to be ALA or ACRL members. We look for discipline expertise, M.L.S. with a secondary degree in the field and/or subject selection experience.)

2. **Financial Performance.** Highlights provided by Mark Cummings.
3. **Peer Review Survey.** Anne shared results from a fall 2020 survey of past RCL peer reviewers addressing their reviewer experience, together with demographic data. The survey will be used in the coming years to measure trends and benchmark editorial board work activity.
4. **Board Discussion.** The board addressed the diversity of RCL peer reviewers and editorial participants along with ideas to increase the diversity of participants via recruitment and outreach communications. Recommendations and suggestions from the board members included:
 - ALA Spectrum Scholars program
 - ALA Ethnic library affiliates (BCALA, APALA, REFORMA, etc.)
 - ACRL Technical Services Interest Group
 - Recruitment from HBCU institutions

- Regional library organizations
5. **BBAS Demo.** A brief demonstration of Bowker Book Analysis System (BBAS) upgrades was provided. Users can load their collection and compare it to RCL as a collection analysis tool. Abstraction of collection comparison to allow for format differences. Utilize title level match rather than ISBN.

Board Action: NA

The meeting closed.

Value of Academic Libraries Committee

Virtual Meeting

Friday, January 15, 1:00pm CDT Duration: 1 hour

Meeting Name: ACRL Value of Academic Libraries Committee Virtual Meeting

Join Zoom Meeting:

<https://osu.zoom.us/j/93605277134?pwd=c3lNTEZSU1UMldXWWdwZDU5SDBBZz09>

Password: 450307

Attendees:

Dr. Amanda L. Folk (Chair, July 1, 2020, to June 30, 2021)
Dr. Rebecca Croxton (Vice-Chair, July 1, 2020, to June 30, 2021)
Mr. Spencer Brayton (Member, July 1, 2020, to June 30, 2022)
Monika Chavez (Member, July 1, 2020, to June 30, 2022)
Michael Flierl (Member, July 1, 2020, to June 30, 2022)
Beate Gersch (Member, July 1, 2019, to June 30, 2021)
Lizah Ismail (Member, July 1, 2020, to June 30, 2022)
Ms. JoAnn F. Murphy (Member, July 1, 2020, to June 30, 2022)
Dr. Megan Jane Oakleaf (Member, July 1, 2020, to June 30, 2022)
Mr. Joseph Pirillo (Member, July 1, 2019, to June 30, 2021)
Lamonica Sanford (Member, July 1, 2020, to June 30, 2022)
Dr. Jung Mi Scoulas (Member, July 1, 2019, to June 30, 2021)
Philip Shackelford (Member, July 1, 2019, to June 30, 2021)
Dr. Holt Zaugg (Member, July 1, 2019, to June 30, 2021)
Jessica Brangiel (Board Liaison, July 1, 2020, to June 30, 2021)
Mary Jane Petrowski (Staff Liaison, July 1, 2020, to June 30, 2021)

Agenda:

- I. Roll call
 - a. Assign note taker - Becky
- II. Reminder: ACRL Committee Appointments Process
 - a. Amanda and Becky have been in contact with Julie Garrison and reviewed the roster and the individuals who are rolling off the committee. We recommend that those who are rolling off and interested in being considered for another year complete the [volunteer form](#). There is a limit for participation on a committee for 5 consecutive years.
 - b. ACRL membership dues must be paid in order to complete the volunteer form.
 - c. View the [webinar recording](#) for more information about volunteering.

- d. Mary Jane and ACRL colleagues analyzed the list of volunteers and compared that with the universities with librarians who have faculty status and tenure requirements; there is a strong correlation. There is also a strong correlation with committee membership and schools who are organizational members.
- III. ACRL Academic Library Trends & Statistics Survey – Mary Jane Petrowski
- a. Mary Jane is a liaison to the editorial board for the survey.
 - i. The 2020 data submission window is currently open. Deadline for completion is February 28, 2021.
 - ii. The editorial board is encouraging committee leaders to nudge committee members who are ACRL member institutions to contribute their data.
- IV. Subcommittee updates
- a. Library Impact grants/Travel scholarships
 - i. If interested in participating in the ACRL Library Impact Grant presentation sessions on [March30](#) and [May 25](#), please register.
 - b. EDI
 - i. 6 responses received for EDI spotlights from the Carolinas, U of Dayton, Saskatchewan, San Jose, and IUPUI
 - ii. Submissions vary quite a bit in terms of length.
 - iii. They are very close to rolling out the spotlights. Waiting to learn more from ACRL staff regarding formatting, etc. and editing from the committee.
 - 1. Amanda - Will initiate an email chain with David Free at ACRL to begin a roll-out plan.
 - iv. Hoping to put together a webinar panel discussion to have an exchange with a few or all of the contributors - perhaps at ALA Annual.
 - c. VAL resource oversight - No new updates
 - d. Learning Analytics/Privacy
 - i. Preparing for announcements about the toolkit via respective ACRL channels, listservs, etc. that the subcommittee brainstormed in the fall.
 - ii. Megan Oakleaf will also provide a plug in an upcoming webinar she will be leading.
 - e. COVID-19 disruption
 - i. Subcommittee finalized survey; sent to subcommittee for final review.
 - ii. Intend to send a link to everyone on VAL, asking for responses from their own institutions and also to send to colleagues at other institutions and so-on (snowball method).
 - 1. It's ok if there is more than one response from an institution.
 - iii. Will collect data from end-of-January through February. Will begin analysis at the end of February.
 - iv. Results will be a resource for others; will also be useful if/when another pandemic occurs in the future.
- V. VAL + Project Outcome update – Becky Croxton
- a. VAL & the Project Outcomes Editorial Board co-hosted an ACRL Webinar about how libraries are using the Project Outcomes Toolkit. There were over 400 registrants from across the world, with more than 250 in live attendance. Lamonica Sanford from Georgia College and colleagues from Western Michigan University presented about the space survey and instruction surveys. Check out the [Video Recording](#).

VI. Any other business

a. VAL-related proposals at ACRL

- i. Could a list of VAL-related proposals be disseminated on the ACRL discussion list and other venues we can think of? This will help to bring awareness and community to the work that is being done.
- ii. Mary Jane will check in with ACRL colleagues to pull a list of proposals that have been accepted and send us a list that we can then add to.

b. VAL/SLILC proposal for Annual Program

- i. No word yet on this.

VII. Adjourn

Future VAL Committee meetings:

- Friday, February 19, 2021, 1:00-2:00pm CST (60 minutes)
- Friday, March 12, 2021, 1:00-2:00pm CST (60 minutes)
- Friday, April 23, 2021, 1:00-2:00pm CST (60 minutes)
- Friday, May 21, 2021, 1:00-2:00pm CST (60 minutes)

Other Documents:

- VAL Projects & Subcommittee Sign-Up and Tracking (use 2020-2021 tab)
<https://docs.google.com/spreadsheets/d/19P7S42K07xz5htpkRBsM7vql84iQOiFuHEYj0KxbFTM/edit#gid=0>

ACRL Chapters Council

Meeting Minutes for the Winter 2021 (Tuesday, February 2, 3:00-4:30 PM Eastern Time)

Attendees

Ali Larsen, Chair; Dawn Behrend, Vice-Chair; Eric Edwards, Secretary; Lisa Nickel, Past Chair; Leslin Charles, *Chapter Topics Newsletter* Editor; Edward Kownslar, Listserv Administrator; Carrie Dunham-LaGree, Legislative Representative; Kara Malenfant, ACRL Interim Executive Director; Lauren Carlton - ACRL Program Coordinator, Member Services; Lucy Bellamy, California Chapter; Kate Blocksidge, Ohio Chapter; Rachel Bridgewater, Oregon Chapter; Rachel Callison, Western Pennsylvania/West Virginia Chapter; Camille Chesley, Eastern New York Chapter; Melissa Clark, Texas Library Association's College and University Libraries Division; Jess Denke, Delaware Valley Chapter (Pennsylvania); Monika Glowacka-Musial, New Mexico Chapter; Mandi Goodsett, Ohio Chapter; Erin Jerome, New England Chapter; Laura Johnson, North Carolina Chapter; Rebecca Kelley, Louisiana Chapter; Anne Kish, Montana Chapter; Alyssa Koclanes, Florida Chapter; Lori Kupsky, Missouri Chapter; Brian Maass, Nebraska Chapter; Kelleen Maluski, New Mexico Chapter; Jess McIntosh, Ohio Chapter; Tina Mesa - Texas Library Association, College & University Libraries Division; Kari Mofford, New England Chapter; Ekaterini Papadopoulou, Washington Chapter; Lamonica Sanford, Georgia Chapter; Sandy Schiefer, Missouri Chapter; Amy Thielen, Washington Chapter; Alyssa Valenti, New Jersey Chapter; Heather VanDyne, Kansas Chapter; Velappan Velappan, North Carolina Chapter

Chair Ali Larsen called the meeting to order at 3:44 PM. (The meeting itself followed a separate guest presentation.)

Updates from the Chair

The 2021 ACRL Chapters Council elections will take place in the spring. Check the Chapters Council listserv for more information. Background on the responsibilities of the various officers (Vice-Chair and Secretary) is available on the Chapters Council webpage, at <http://www.ala.org/acrl/aboutacrl/directoryofleadership/chapters/acr-cco>.

The submissions period for the Spring issue of the *Chapter Topics Newsletter* opens soon. Editor Leslin Charles will put a call out on the listserv February 16. The deadline is April 30.

Report from ACRL Leadership

Ms. Kara Malenfant, ACRL Interim Executive Director—This year's ACRL Conference is all-virtual (April 13-16), and registration is open. Additional updates will become available in the next few weeks, including information on special programming, such as online social-networking opportunities. People who have submitted a poster proposal should receive notification tomorrow (February 3) of the submission's status. Anyone who has submitted a proposal for a paper or a panel discussion and would be interested in learning the status will need to contact Margot Conahan, Manager of Professional Development, at mconahan@ala.org.

There is currently a call for volunteers to serve on division and section committees of ACRL. The deadline is Friday, February 12. The expectations for committee service have been changing recently (even before COVID-19), with some committees not requiring in-person meetings, while other committees strive to meet at least once a year. There is no specific requirement that committees meet in person; whether or not a committee might find an in-person meeting useful often depends on that committee's specific charge.

The ALA Annual Conference will take place entirely virtually, from June 24 to 29. Information on registration should become available soon.

Ms. Lauren Carlton, ACRL Program Coordinator, Program Services—There are currently no formal guidelines for how often state or regional chapters of ACRL need to meet. The general rule, however, is that each chapter should strive to meet at least twice a year.

All chapters should have received their budgets. At the current time, ALA and ACRL are facing financial challenges, so chapters need to be especially conscientious when submitting expense requests. Chapters should consider whether an expense is actually necessary now or can wait until later. The current ACRL chapter officers listed on the official roster of chapter leaders should have received the budget information. Remember to update that information annually, depending on when the new leadership takes office.

As a reminder, each chapter has two free ACRL webinars available to show per calendar year. A list of webinar options is available at <http://www.ala.org/acrl/conferences/elearning/acrlpresents>. Anyone with questions may contact

Lauren Carlton, at lcarlton@ala.org. There is not currently an option for closed-captioning during the webinars.

In terms of the number of sites that may view a webinar, the past limit was six, although there might be restrictions on how many sites can show a webinar simultaneously. Margot Conahan might be able to provide clarification. With the current limitations on travel and in-person gatherings due to COVID-19, chapters will probably need to show the webinars virtually. Lauren Carlton will check whether the restriction on the number of webinar host sites is different for virtual viewings.

The Chapters Speaker Bureau is another opportunity for statewide and regional chapters to provide their members with ACRL-related updates and insights. The link to more information is <http://www.ala.org/acrl/aboutacrl/directoryofleadership/chapters/officersspeakers>. Chapter leaders can contact ACRL officers directly about these virtual learning opportunities.

ACRL will be transitioning all of its listservs from a single platform onto ALA Connect. (This will be an ALA-wide transition that includes the ACRL Chapters Council listserv.) The Chapters Council is trying to create a private database so that the listserv administrator can add new members. The current understanding is that any ALA members, not just Chapters Council members, should be able to create a free account and join. Signing up will require having an e-mail address that one can use for completing any administrative tasks.

Subscribers will no longer have the ability to post to the forum directly; instead, someone will post in the online community for a person. The platform would still essentially work like a listserv, however. The ultimate goal is to provide more functionality.

ACRL will post reminders about creating a free Connect account. There will be an overlap period between when the old listserv is retired and the new platform becomes operational. The instructions from ACRL will include a clear timeline.

Lisa Nickel confirmed that the ARCL Chapters Council already has a Connect account. (The link to the account is <https://connect.ala.org/acrl/communities/community-home/digestviewer?communitykey=d13ad230-4f52-451f-9618-e8b4a8cccc0a&tab=digestviewer>.) She will check whether non-members are currently able to join. Ms. Carrie Dunham-LaGree, ACRL Legislative Representative—There is not currently an updated ACRL legislative agenda, as it is still early in the new presidential administration. The committee

held a meeting last week. It will build on the current agenda and consider more ambitious goals that might be possible with Democratic control of the White House and Congress.

National Legislative Day will take place in April this year, as an all-virtual event. There is not currently an official schedule. Anyone interested in participating should continue checking the listservs and newsletters for updates. Please direct any questions on ACRL-related legislative issues to carrie.dunham-lagree@drake.edu.

Announcements from the Chapters

Chair Larsen asked the statewide and regional chapter representatives in attendance to share any interesting initiatives or projects they are undertaking, or any issues their chapters are facing related to COVID-19. The North Carolina Chapter announced that its annual conference will take place virtually on Thursday, May 6, with a theme of *Transforming Our Future: How Our Practices Today Inform our Futures Tomorrow*. The call for proposals has gone out to listservs, with a deadline of Sunday, March 7.

The California Chapter reported that the SCIL (Southern California Instruction Librarians) Interest Group recently hosted a virtual workshop titled, “Unmute Your Mic”, which focused on how libraries continued outreach during the stay-at-home orders. For details and slides, please go to <http://www.carl-acrl.org/ig/scil/>. Additionally, the California Chapter’s 2022 meeting is in the preliminary planning stages, but no specific information, such as the meeting dates or a theme, is available yet.

The Kansas Chapter is currently working on planning its conference. The Ohio Chapter is also planning its annual meeting, which will take place in October. Lisa Nickel shared that there is a document from 2020 containing recent chapter conference themes. The information is available at <https://docs.google.com/spreadsheets/d/1A40J91MkSixyLnPX3UC1uVHBoWjZSFJf4pVWHS2RSWE/edit#gid=0>.

Old Business

Chair Larsen reminded everyone about the ongoing Chapters Directory project, for which the Chapters Council is gathering information from the statewide and regional organizations. The compiled information will go into a Google document that chapters can use for their reference.

(The document is available at https://docs.google.com/spreadsheets/d/1iOui-OYDKNMGIeTWiBk3okGi_duXHWI5MA6dFeaW9Ok/edit#gid=0.) The goals of compiling the information are to determine how statewide chapters use their membership numbers or reach out to members, along with how chapters work with their statewide or regional library organizations. Some of the information the document contains is basic background, in addition to how a chapter's annual meeting or conference is organized.

The COVID-19 pandemic has delayed completion of the project. Additionally, some chapters have seen leaders change jobs or leave the profession altogether, so the lack of continuity might also be making it difficult to obtain response. So far, five chapters have responded.

Suggestions for improving the process of collecting data, including adding or adjusting the criteria that the Google document contains, are welcome. Please contact Lisa Nickel. The Chapters Council will hold a working meeting on the project in the near future. Let Dawn Behrend if you wish to be part of that meeting. There will also be an announcement on the listserv.

New Business

ALA has drafted a letter in response to efforts for including librarians in the 1b vaccination group at the federal level. Advocating for a similar approach at the state level is more complicated, since each state has its own rules and there is debate surrounding the extent to which libraries, including academic and research ones, are actually utilized. There is a channel within ALA that studies these types of resolutions. A response should come relatively soon, but, again, the focus remains on the federal level. There may eventually be language in the resolution addressing the issue at the state level, also.

Chair Larsen reported that at a recent Chapters Relations Council meeting, concern was expressed regarding the proposed leadership structure of ALA under the Forward Together plan. The concern was that Chapters would not have an adequate voice within the proposed structure. A letter was drafted and sent by members of the Chapters Relations Council to express these concerns.

Chair Larsen launched a discussion on the best practices for chapters to recruit and retain members. As part of this discussion, individual chapters shared their approaches for recruiting and retaining members, along with any challenges that have arisen. Chair Larsen noted that all statewide chapters are independent and can make their own policies, independent of any guidelines

or rules from the national organization. The New England Chapter reported that only one-eighth of regional organization's members are also affiliated with ACRL nationally. The Louisiana Chapter doesn't charge members of ACRL to join the statewide organization, but instead adds those individuals to the membership automatically. (It receives a list from the national organization and uses this information to update the current roster, since membership lapses during the summer.) The Louisiana Chapter does have a process for registering new members, so that the organization can obtain additional information. The Florida Chapter, also, relies on the annual membership list from ACRL.

In terms of dues, several chapters reported that they must follow the fee structures of their statewide library organizations, especially if those organizations directly govern the ACRL chapters. This the approach that the Iowa Chapter follows, as does the North Carolina Chapter. The New Jersey Chapter noted that, even though it is under the statewide library association (New Jersey Library Association), members can belong to either NJLA or ACRL, or both organizations. This situation makes recruiting and retaining members especially challenging. The Delaware Valley Chapter automatically makes anyone who attends a Chapter-sponsored program a member for a year.

Chair Larsen noted that, since ACRL chapters are under their statewide organizations, it can be hard to reach a consensus on the issue of recruiting and retaining members. It might be worth exploring what feasible options exist within the current structure, including fee rules, for making joining and staying in a statewide or regional chapter seem more worthwhile. Additionally, many members of ACRL may not be aware that the statewide and regional chapters even exist. Lauren Carlton stated that ACRL would be glad to add chapter members to the roster on its website. She noted that there is a map showing where the statewide organizations are located, at <http://www.ala.org/acrl/aboutacrl/directoryofleadership/chapters/roster>.

Chair Larsen announced that the date and time for the next meeting of the Chapters Council are still to be determined. The meeting will definitely have a virtual format. One of the advantages of meeting virtually is that more people can attend, allowing greater participation and input from a wider range of chapters. She asked people to submit potential agenda items, with one current possibility being examples of library programming that has replaced in-person meetings and events during the ongoing pandemic. Additionally, it might be possible to have a guest speaker at the next meeting, and she encouraged any recommendations.

There being no further business, Chair Larsen adjourned the meeting at 4:30 PM.

Respectfully submitted by Eric Edwards, ACRL Chapters Council Secretary, on February 22, 2021.

Resubmitted, with a revision, on April 9, 2021.

National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force

Meeting #5: Monday, 11/30 from 2-3pm EST | 1-2pm CST | 12-1pm MST | 11am-12pm PST

Join Zoom Meeting

<https://illinois.zoom.us/j/83968659063?pwd=WnBLZmlwK1lRMFJjTmt6UHRxN2F1UT09>

Meeting ID: 839 6865 9063

Password: 163377

Attendees: Merinda Hensley; Carrie Forbes; Jennifer Knieval; Maoria Kirker; Kim Copenhaver; Ellysa Cahoy; Mary Jane Petrowski

Meeting notes:

We discussed the draft survey created by Carrie:

https://udenver.qualtrics.com/jfe/form/SV_6lhcfwuz7ohqBbT

Several edits were suggested, and the deadline was extended into January for responses.

Will clarify the respondent info at the top including a field asking for their title; add question on role with NSSE; and will also add brief question on how data is used; will also add in info that focus group will be 90 minutes.

Due date will be January 8; Will send first email out December 7 with reminder on December 16th and January 4.

Will begin looking at data in January and can begin scheduling focus groups in early spring.

Project Outcome: Mary Jane noted that this could possibly be a venue where NSSE could be promoted: <https://acrl.projectoutcome.org/>

This is a new free resource that the ACRL Board voted to spend money developing. They cloned the PLA Project Outcome tool and reshaped it for academic libraries. It provides the ability to administer survey assessments in several different areas, including space and instruction. It makes assessment more affordable for smaller libraries. There are currently approx 3000 users. ACRL continues to grow the user base. A staffer asked if NSSE might want to work with Project Outcome on building out the High Impact Practices.

Carrie asked: Are libraries using this tool instead of something like LibQual? Maoria noted that Project Outcome seems more event focused, while LibQual is more centered on long term impact.

Mary Jane will let us know when ACRL is ready to approach NSSE with this idea.

Melanie Hawkes: Mary Jane has not reached out to her yet to discuss facilitating the focus groups. Mary Jane will reach out to her to find out her interest and cost.

Three pronged approach:

- Focus groups -- facilitated by an outside expert
- Informal discussions with other identified stakeholders
- Conversations with those relevant to the larger picture university wide -- student engagement, undergraduate research, etc....

Plan for focus group structure: group of folks who've used it and benefited from it; group of folks who used it and didn't feel they benefited from it; and then one or two groups are interested but haven't used it for whatever reason. Could plan for four, and if we only need three -- go with

that. Could send a call to ILI-L to find librarians who have not used it. Another possibility would be surveying ILI and asking -- if their institution did not use NSSE but you are interested, why? Are competing institutional surveys an issue? We would also want to know why they would want to use the NSSE data -- what could they use it for?

Mary Jane noted that the current Trends committee found that the area of student learning metrics floated to the top as an area of need for improvement and addition. We may want to ask a question (in an ILI-L survey) about other institutional surveys they participate in MESO; LibQUAL, etc... Could include Project Outcomes as a promotion for that tool. Mary Jane will bring this up with the Trends committee for their feedback as well. The Trends Committee may bring their recommendations in this area back to our committee as well as Student Learning for feedback.

Merinda asked Mary Jane if we could have more info (from the consultant) on planning focus groups by January 14.

Maoria and Merinda volunteered to help clean the data with Carrie.

Merinda will propose meetings every three weeks for the Committee through the spring. In the summer, we can look at data from focus groups and surveys and perhaps conduct a second ILI-L survey with the goal of moving towards recommendations for changes to NSSE-IL.

Next scheduled meeting:

Meeting #6: Thursday, 1/14 from 2-3pm EST | 1-2pm CST | 12-1pm MST | 11am-12pm PST
Join Zoom Meeting
<https://illinois.zoom.us/j/83875645294?pwd=cUtkQ2RBQTMrcXcwb2tnL2dwdFAydz09>
Meeting ID: 838 7564 5294
Password: 190060

Appendix: Survey for the institutions that have participated in the NSSE IL Module 2017-2019

Dear Library Dean/Director:

I am reaching out to you on behalf of the Association of College and Research Libraries as our records indicate that your institution has participated in the NSSE Information Literacy module in the past. The [ACRL National Survey of Student Engagement \(NSSE\) Information Literacy Module Review Task Force](#) is tasked with reviewing and revising the current " [Experiences with information literacy](#)" module . As part of our work, we would like to get feedback from institutions who have participated in and used the data from this module.

We would like to ask your assistance with forwarding this request to the librarian most familiar with administration of the NSSE information literacy module at your institution. Please complete the brief survey below by December 18, 2020 to assist us with gathering preliminary information for future focus groups and interviews.

https://udenver.qualtrics.com/jfe/form/SV_6lhcfwuz7ohqBbT

Thank you for your assistance! Please feel free to reach out to me if you have any questions.

Best,
Carrie

Carrie Forbes, PhD
Professor/ Associate Dean
University of Denver Libraries
2150 E. Evans Ave, Anderson Academic Commons, Denver, CO, 80208
(303) 871-3407 | library.du.edu

ALAANNUAL CONFERENCE & EXHIBITION **JUNE 23–29, 2021** **VIRTUAL**

ALA Annual Conference Virtual 2021 ACRL Division-level Committee Agendas

Committees
Leadership Recruitment and Nomination Committee
Publications Coordinating Committee
C&RL Editorial Board
C&RL News Editorial Board
CHOICE Editorial Board
<i>Resources for College Libraries</i> Editorial Board
Standards Committee

Leadership Recruitment and Nomination Committee

Meeting Agenda
April 12, 2021

Steven Adams, Chair

Virtual Meeting

1. Welcome and updates
2. Share our lists of stand-out nominees
3. Discuss the qualifications of each nominee and their preparation for each role
4. Settle on a list of nominees to contact

Publications Coordinating Committee

Meeting Agenda – ALA Annual 2021

Tuesday, June 15, 2021 @ 8am PDT, 9am Mountain Time, 10am Central Time, 11am East Coast

1. Call for Acceptance of the January 2021 Meeting Minutes – to be distributed separately.
2. Review of Goals for 2020-21
 - ACRL submission for ALA Program – Diversity in Scholarly Publishing: Creating a More Inclusive Future
 - Conduct searches for Incoming Editors of CRL, PIL
 - Unmet goals
3. Update on ALA Virtual Conference Program – 3 speakers – slides to be shared; program part of On-Demand conference
4. Update and Outcome of Searches for new Editors:
 - CRL
 - PIL – revised term from 5 yrs to 3 yrs
5. Brief Discussion about diversity, equity, inclusion, justice, accessibility in the ACRL suite of publications
6. Update from PCC Members/Editors
7. Rethinking PCC terms – do they continue to make sense?
8. Acknowledgements
9. Call for Adjournment

C&RL Editorial Board

Agenda – May 27, 2021

1. General updates and any additional topics from the Board
 1. Membership
 2. system
2. Book review update – Emily
3. Social Media update - Ellen
4. Name Change Policy – Kristen and Michelle (draft policy documentation to follow)
5. Discussion of special issues
6. Call for volunteers - revision of LibGuide and author guidelines
 1. Review for inclusive language
 2. Inclusion of new policies
 3. Addition of developmental information

C&RL News Editorial Board

2021 Annual Meeting Virtual Meeting Agenda

Tuesday, June 8 at 12pm Eastern / 11am Central / 10am Mountain / 9am Pacific

Agenda:

- Adoption of agenda and appointment of recorder
- Transitions
 - Cycling off: Heidi Burkhardt, Julie Adamo
 - New Chair: Leo Lo
 - Joining: Karen O'Grady, Willie Miller, and Heather Dalal
- [Editor's report](#) and discussion
- Review of 2020-2021 work accomplished ([Work Plan in Connect](#))
 - Identify topics for sourcing articles
 - Organize ALA Connect space
- Discuss future of the International Insights column
- Discuss transition to online-only publication
- Discuss possibilities for 2021-2022 work plan
- Other items of interest:

Choice Editorial Board

AGENDA

Choice Editorial Board 2021 annual Meeting

Monday, 24 May 2021, 2:00–3:00 Eastern (times shown below)

1:00–2:00 Central

12:00–1:00 Mountain

11:00–12:00 Pacific

2:00 Preliminaries

Introduction Diane Klare, Chair

Appointment of Secretary. Diane Klare

Minutes of 2 December 2020 Midwinter Meeting Bethany McGowan

2:05 Publisher's Reports

- FY20 Financials and YTD Outlook: Mark Cummings, Editor and Publisher
- Editorial Report: Bill Mickey, Editorial Director

2:25 Discussion: Editorial Board

- Toward Inclusive Excellence: How to Reach a Broader Audience
- Strategic directions for Choice: Broadening the Scope of Works Reviewed by Choice

3:00 Adjournment

REPORTS AND ATTACHMENTS

1. Minutes of the ALA Midwinter 2021 Editorial Board Meeting
2. Choice FY20 Financial Summary
3. Choice Editorial Report
4. Choice Reviews Selection Policy

NEXT MEETING

Virtual: time and date to be determined



Resources for College Libraries Editorial Board

Meeting Agenda
ALA Annual 2021

Thursday June 10, 2021

8:00 - 9:00 AM PT | 9:00 - 10:00 AM MT | 10:00 – 11:00 AM CT | 11:00 AM - 12:00 PM ET

Join at:

<https://zoom.us/j/93730668473?pwd=aWJxOXRJdGNmWU00RGE2TEZkL0E1dz09>

Meeting ID: 937 3066 8473 | Passcode: 207974

PRELIMINARIES

Introductions Tamera Race, Chair
Appointment of Secretary Tamera Race

REPORTS

Project Report..... Anne Doherty
Financial Report..... Mark Cummings

DISCUSSION Board

- Review 2020-21 board work plan activities
 - Diversity in reviewer recruiting
 - Database feedback
- Brainstorm 2021-22 board work
- Editorial considerations

Meeting Adjourns

ATTACHMENTS

- A. Meeting slide deck with project and financial reports
- B. Minutes from December 7, 2020 MW21 board meeting (Stephen Patton)
- C. Editorial board 2020-2021 work plan report DRAFT

D. Board database feedback for 2020-2021

Standards Committee

Meeting Agenda and Minutes – ALA Annual 2021

Tuesday, May 11, 2021

Present: Jennifer Steele (Chair), Elizabeth Burns (Vice Chair), Amy Dye-Reeves, Jennifer Starkey, Jack Fritts, Jessica Kohout-Tailor, Heather Dalal, Caitlin Plovnick, David Free (Staff Liaison)

Agenda

To Be Voted On...

Social Work Companion Document to the ACRL Framework

[Social Work Companion Document to the ACRL Framework](#)

[Social Work Companion Document to the ACRL Framework Transmittal Form](#)

The document stands approved.

Guidelines for Women's and Gender Studies Information Literacy

[Guidelines for Women's and Gender Studies Information Literacy](#)

[Guidelines for Women's and Gender Studies Information Literacy Transmittal Form](#)

The document stands approved.

PPIRS Companion Document to the ACRL Framework for Information Literacy

[PPIRS Companion Document to the ACRL Framework for Information Literacy](#)

[PPIRS Companion Document to the ACRL Framework for Information Literacy Transmittal Form](#)

The document stands approved.

ALA EXECUTIVE BOARD MEETING AGENDA
2021 Virtual Annual Conference

ALA Executive Board Meeting – Session I

Wednesday, June 23 at 10:00 PM – 12:30 PM Central time

[Join Zoom Meeting](#) / Meeting ID: 980 5826 4162 / Passcode: 682364

Central Time	Topic	Facilitator
10:00 a.m.	Call to Order Consent Agenda <ul style="list-style-type: none"> • Agenda Approval <i>EBD #9.17</i> • Spring Board Meeting Minutes <i>EBD #2.XX</i> • International Report <i>EBD #12.X</i> • Equity, Diversity, and Inclusion Report <i>EBD #12.x</i> • Office of Intellectual Freedom (OIF) Report <i>EBD #12.x</i> 	Julius C. Jefferson, Jr. ALA President
10:00 – 10:05 a.m.	Report out Board Executive Committee Session	Julius C. Jefferson, Jr. ALA President
10:05 – 10:20 a.m.	Operating Agreement Working Group	Maggie Farrell, Andrew Pace, Co-Chairs OAWG
10:20 – 10:35 a.m.	Code of Conduct Update	Karen Schneider, Board member
10:35 – 11:10 a.m.	Executive Director Report <i>EBD #12.xx</i> <ul style="list-style-type: none"> • Pivot Strategy Update (Evolving a seventh revenue stream by 2024/25) • Operational Updates • Comprehensive Fundraising Campaign Draft Strategy and Goals(Unrestricted funds and Endowment) • Senior-level Position Search Updates • Emergent Items 	Tracie Hall, ALA Executive Director
11:10 – 11:25 a.m.	Break	
11:25 – 11:40 a.m.	Development Office Report <i>EBD #6.xx</i>	Tracie Hall, Executive Director and Interim Director of Development Anne Manly, Assistant Director of Corporate and Foundation Relations
11:40 – 11:50 a.m.	Philanthropy Advisory Group (PAG) Report <i>EBD #10.x</i>	Karlene Jennings, PAG Chair, Joyce Garczynski, Vice Chair
11:50 – 12:10 p.m.	Publishing Report <i>EBD #12.xx</i>	Mary Mackay, AED Publishing

ALA EXECUTIVE BOARD MEETING AGENDA

2021 Virtual Annual Conference

12:10 – 12:30 p.m.	Membership Report <i>EBD #12.xx</i>	Melissa Walling, Director, Member Relations & Services
12:30 p.m.	Adjourn ALA Executive Board Meeting	Julius C. Jefferson, Jr. ALA President

ALA-APA Board of Directors Meeting

Wednesday, June 30 at 10:00 – 10:30 AM CT

[Join Zoom Meeting](#) / Meeting ID: 980 5826 4162 / Passcode: 682364

Central Time	Topic
10:00 – 10:30 a.m.	ALA-APA Board of Directors Meeting (see separate agenda - <i>APABD #9.4</i>)

ALA Executive Board Meeting – Session II

Wednesday, June 30 at 10:30 – 12:30 PM CT

[Join Zoom Meeting](#) / Meeting ID: 980 5826 4162 / Passcode: 682364

Central Time	Topic	Facilitator
10:30 a.m.	Call to Order Consent Agenda <ul style="list-style-type: none"> Agenda Approval <i>EBD #9.17</i> President's Report <i>EBD #7.x</i> President-elect's Report <i>EBD #7.x</i> Board Action & Vote Tally <i>EBD #1.x</i> 	Julius C. Jefferson, Jr., ALA President
10:30 – 11:00 a.m.	CLOSED SESSION Legal Update ACRL Update	Paula Goedert, ALA Legal Counsel Tracie Hall, ALA Executive Director
11:00 – 11:30 a.m.	Financial Update <ul style="list-style-type: none"> FY 2021 YTD Financial Results Executive Summary <i>EBD #3.xx</i> FY 2022 Preliminary Budget and Annual Estimates of Income <i>EBD 3.xx ACTION</i> 	Maggie Farrell, ALA Treasurer Denise Moritz, Interim Chief Financial Officer
11:30 – 11:50 a.m.	Joint Budget Analysis Review Committee (BARC) / Finance and Audit (F&A) Committee Report <i>EBD #3.xx</i>	Maggie Farrell, ALA Treasurer Peter Hepburn, BARC Chair
11:50 – 12:05 p.m.	Break	
12:05 – 12:20 p.m.	Endowment Trustees Report <i>EBD #13.x</i>	Pat Wand, Senior Trustee

ALA EXECUTIVE BOARD MEETING AGENDA

2021 Virtual Annual Conference

12:20 – 12:30 p.m.	CLOSED SESSION Endowment Trustee Applicants CBD #33	Maggie Farrell, ALA Treasurer
12:30 p.m.	Adjourn ALA Executive Board Meeting	Julius C. Jefferson, Jr. ALA President

ALA Executive Board Meeting – Session III

Thursday, July 1 at 10:00 – 12:30 PM CT

[Join Zoom Meeting](#) / Meeting ID: 980 5826 4162 / Passcode: 682364

Central Time	Topic	Facilitator
10:00 a.m.	Call to Order	Julius C. Jefferson, Jr. ALA President
10:00 – 10:20 a.m.	Public Policy and Advocacy EBD #12.xx	Kathi Kromer, AED Washington Office
10:20 – 10:35 a.m.	Communication Marketing Office (CMO) Report Public Awareness Committee (PAC) - Libraries Transform EBD #10.xx ACTION	Stephanie Hlywak, CMO Director Erin Barnthouse, Chair
10:35 – 10:50 a.m.	IT Report EBD #12.xx	Sherri Vanyek, Director IT
10:50 – 11:10 a.m.	Conference Services Report EBD #12.xx	Earla Jones, Director Conference Services
11:10 – 11:25 a.m.	Break	
11:25 – 11:40 a.m.	ALA Election Campaigning Timeline and Guidelines Discussion EBD #12.xx	Julius C. Jefferson, Jr., ALA President
11:40 – 12:00 p.m.	Emerging Issues Board Liaison Reports <ul style="list-style-type: none"> Board members to report out on Board liaison assignments Board Liaison Review Update on the Board liaison program review 	Board members Patty Wong, ALA President-elect
12:00 – 12:20 p.m.	Board Members Recognition	Board members
12:20 – 12:30 p.m.	CLOSED SESSION Board Effectiveness	Wanda Brown, ALA Immediate Past President
12:30 p.m.	Adjourn ALA Executive Board Meeting	Julius C. Jefferson, Jr., ALA President

ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison

ACRL AC21 FYI-6

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Budget & Finance Committee - B&F Chair	Carolyn Henderson	Allen	Allison Elois	Payne Sharpe
Information Literacy Frameworks and Standards Committee	Toni	Anaya	Mary Jane	Petrowski
Research Planning and Review Committee	Toni	Anaya	Mary Jane	Petrowski
Student Learning and Information Literacy Committee	Toni	Anaya	Mary Jane	Petrowski
External Liaisons Committee	Jessica	Brangiel	Kara Allison	Malenfnt Payne
Immersion Program Committee	Jessica	Brangiel	Margot	Conahan
Instruction Section (IS)	Jessica	Brangiel	Lauren	Carlton
Value of Academic Libraries Committee	Jessica	Brangiel	Mary Jane	Petrowski
Government Relations Committee	Jacquelyn	Bryant	Kara	Malenfant
Professional Values Committee	Jacquelyn	Bryant	David	Free
Academic Library Trends and Statistics Survey - Past President	Jon	Cawthorne	Gena Mary Jane	Parsons-Diamond Petrowski
C&RL - Past President	Jon	Cawthorne	Dawn	Mueller
C&RL News - Past President	Jon	Cawthorne	David	Free
CHOICE - Past President	Jon	Cawthorne	Mark	Cummings
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Jon	Cawthorne	Chase	Ollis
New Publications Advisory - Past President	Jon	Cawthorne	Erin	Nevius
Project Outcome for Academic Libraries Editorial Board - Past-President	Jon	Cawthorne	Gena	Parsons-Diamond
Publications Coordinating - Past President	Jon	Cawthorne	David	Free
Publications in Librarianship - Past President	Jon	Cawthorne	Erin	Nevius
RBM - Past President	Jon	Cawthorne	David	Free
Resources for College Libraries - Past President	Jon	Cawthorne	Anne Mark	Dougherty Cummings
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Faye	Chadwell	David	Connolly
Digital Scholarship Section (DSS)	Faye	Chadwell	Lauren	Carlton
Equity, Diversity and Inclusion Committee	Faye	Chadwell	Allison	Payne
Arts Section	Faye	Chadwell	Lauren	Carlton
Literatures in English Section (LES)	Kim	Copenhaver	Lauren	Carlton
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski

ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison

ACRL AC21 FYI-6

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Politics, Policy and International Relations Section (PIRS)	Kim	Copenhaver	Lauren	Carlton
Science and Technology Section (STS)	Kim	Copenhaver	Lauren	Carlton
ACRL Awards Task Force	Kim	Copenhaver	Chase	Ollis
Education and Behavioral Sciences Section (EBSS)	April	Cunningham	Lauren	Carlton
Standards	April	Cunningham	David	Free
University Libraries Section (ULS)	April	Cunningham	Lauren	Carlton
Diversity Alliance Task Force	April	Cunningham	Kara Allison	Malenfant Payne
European Studies Section (ESS)	April	Cunningham	Lauren	Carlton
Appointments Committee - President Elect	Erin	Ellis	Allison Elois	Payne Sharpe
Leadership Recruitment and Nomination Committee - President-Elect	Erin	Ellis	Elois	Sharpe
President's Program Planning Committee 2023	Erin	Ellis	Lauren	Carlton
Professional Development Committee - President Elect	Erin	Ellis	Margot	Conahan
Academic/Research Librarian of the Year Award-Committee President	Julie	Garrison	Chase	Ollis
Chapters Council - President	Julie	Garrison	Lauren	Carlton
President's Program Planning Committee 2022	Julie	Garrison	Lauren	Carlton
College Libraries Section (CLS)	Cinthya	Ippoliti	Lauren	Carlton
Distance and Online Learning Section (DOLS)	Cinthya	Ippoliti	Lauren	Carlton
Research and Scholarly Environment Committee	Cinthya	Ippoliti	Erin	Nevius
Anthropology and Sociology Section (ANSS)	Cinthya	Ippoliti	Lauren	Carlton
New Roles and Changing Landscapes Committee	Mary	Mallery	Erin	Nevius
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	Mary	Mallery	Mary Jane	Petrowski
Community and Junior College Libraries Section (CJCLS)	Mary	Mallery	Lauren	Carlton
Liaisons Assembly	Mary	Mallery	Kara Allison	Malenfant Payne
Membership Committee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Section Membership Subcommittee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Women and Gender Studies Section (WGSS)	Yasmeen	Shorish	Lauren	Carlton
Rare Books and Manuscripts Section (RBMS)	Yasmeen	Shorish	Lauren	Carlton

ACRL 2021-2022 Board Liaisons - Sorted by Group

ACRL AC21 FYI-6

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Faye	Chadwell	David	Connolly
Academic Library Trends and Statistics Survey - Past President	Jon	Cawthorne	Gena Mary Jane	Parsons-Diamond Petrowski
Academic/Research Librarian of the Year Award-Committee President	Julie	Garrison	Chase	Ollis
ACRL Awards Task Force	Kim	Copenhaver	Chase	Ollis
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	Mary	Mallery	Mary Jane	Petrowski
Anthropology and Sociology Section (ANSS)	Cintha	Ippoliti	Lauren	Carlton
Appointments Committee - President Elect	Erin	Ellis	Allison Elois	Payne Sharpe
Arts Section	Faye	Chadwell	Lauren	Carlton
Budget & Finance Committee - B&F Chair	Carolyn Henderson	Allen	Allison Elois	Payne Sharpe
C&RL - Past President	Jon	Cawthorne	Dawn	Mueller
C&RL News - Past President	Jon	Cawthorne	David	Free
Chapters Council - President	Julie	Garrison	Lauren	Carlton
CHOICE - Past President	Jon	Cawthorne	Mark	Cummings
College Libraries Section (CLS)	Cintha	Ippoliti	Lauren	Carlton
Community and Junior College Libraries Section (CJCLS)	Mary	Mallery	Lauren	Carlton
Digital Scholarship Section (DSS)	Faye	Chadwell	Lauren	Carlton
Distance and Online Learning Section (DOLS)	Cintha	Ippoliti	Lauren	Carlton
Diversity Alliance Task Force	April	Cunningham	Kara Allison	Malenfant Payne
Education and Behavioral Sciences Section (EBSS)	April	Cunningham	Lauren	Carlton
Equity, Diversity and Inclusion Committee	Faye	Chadwell	Allison	Payne
European Studies Section (ESS)	April	Cunningham	Lauren	Carlton
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Jon	Cawthorne	Chase	Ollis
External Liaisons Committee	Jessica	Brangiel	Kara Allison	Malenfant Payne
Government Relations Committee	Jacquelyn	Bryant	Kara	Malenfant
Immersion Program Committee	Jessica	Brangiel	Margot	Conahan
Information Literacy Frameworks and Standards Committee	Toni	Anaya	Mary Jane	Petrowski
Instruction Section (IS)	Jessica	Brangiel	Lauren	Carlton

ACRL 2021-2022 Board Liaisons - Sorted by Group

ACRL AC21 FYI-6

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Leadership Recruitment and Nomination Committee - President-Elect	Erin	Ellis	Elois	Sharpe
Liaisons Assembly	Mary	Mallery	Kara Allison	Malenfant Payne
Literatures in English Section (LES)	Kim	Copenhaver	Lauren	Carlton
Membership Committee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski
New Publications Advisory - Past President	Jon	Cawthorne	Erin	Nevius
New Roles and Changing Landscapes Committee	Mary	Mallery	Erin	Nevius
Politics, Policy and International Relations Section (PPIRS)	Kim	Copenhaver	Lauren	Carlton
President's Program Planning Committee 2022	Julie	Garrison	Lauren	Carlton
President's Program Planning Committee 2023	Erin	Ellis	Lauren	Carlton
Professional Development Committee - President Elect	Erin	Ellis	Margot	Conahan
Professional Values Committee	Jacquelyn	Bryant	David	Free
Project Outcome for Academic Libraries Editorial Board - Past-President	Jon	Cawthorne	Gena	Parsons-Diamond
Publications Coordinating - Past President	Jon	Cawthorne	David	Free
Publications in Librarianship - Past President	Jon	Cawthorne	Erin	Nevius
Rare Books and Manuscripts Section (RBMS)	Yasmeen	Shorish	Lauren	Carlton
RBM - Past President	Jon	Cawthorne	David	Free
Research and Scholarly Environment Committee	Cintha	Ippoliti	Erin	Nevius
Research Planning and Review Committee	Toni	Anaya	Mary Jane	Petrowski
Resources for College Libraries - Past President	Jon	Cawthorne	Anne Mark	Dougherty Cummings
Science and Technology Section (STS)	Kim	Copenhaver	Lauren	Carlton
Section Membership Subcommittee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Standards	April	Cunningham	David	Free
Student Learning and Information Literacy Committee	Toni	Anaya	Mary Jane	Petrowski
University Libraries Section (ULS)	April	Cunningham	Lauren	Carlton
Value of Academic Libraries Committee	Jessica	Brangiel	Mary Jane	Petrowski
Women and Gender Studies Section (WGSS)	Yasmeen	Shorish	Lauren	Carlton



ACRL 2021 Virtual Conference Report

Executive Summary

The ACRL 2021 Conference, *"Ascending into an Open Future,"* originally planned for Seattle, took place as a virtual-only event April 13 - 16, 2021. Chaired by Beth McNeil, ACRL 2021 featured more than 300 live and on-demand programs on topics such as open access, information literacy, collection development, collaboration, equity, diversity, and inclusion, and social justice. The theme and the content of the event generated tremendous interest and Beth and her committee deserve to be congratulated on the largest ACRL Virtual event ever.

3,274 individuals registered for the ACRL 2021 Virtual Conference, a 5.5% increase from ACRL 2019 in Cleveland. Coupled with 387 exhibitors representing 93 companies, ACRL 2021's **total attendance** was 3661 individuals.

- 1,296 individuals (39%) were **first-time attendees**.
- 790 individuals (22%) were part of a **group of 10 or more attendees** from the same institution.
- Conference attendees represented all 50 states and 25 countries.

In an effort to **understand how the switch to a virtual event would affect participation**, we asked the question, "If there were NOT a global health pandemic would you have registered for Seattle?" 489 attendees (15%) indicated that if there were NOT a global health pandemic they would not have registered/attended the face-to-face conference in Seattle; an additional 1,131 (34%) said they maybe would have registered/attended the face-to-face conference in Seattle.

77.25% of evaluation respondents characterized their experience at ACRL 2021 as either "very positive" (24.22%) or "positive" (53.05%). Additionally, nearly **three-quarters** (74%) of respondents would recommend the ACRL Conference to a colleague. Considering this is the first time ACRL has offered an entirely virtual conference and we had to pivot under exceptional circumstances, we did an admirable job maintaining the quality and reputation of the ACRL Conference experience.

Stats at-a-glance

Attendees

Paid registration – 3,273

Exhibitors – 387

Total attendees – 3,660

Scholarships

92 individuals received an ACRL 2021 scholarship, with \$24,008 awarded

Sessions

362 scheduled sessions (mix of live and on-demand)

698 speakers

Exhibitors

93 companies represented

Overall, the conference registration numbers were much more similar to face-to-face event numbers than anticipated. We attribute this to the event's solid reputation for content, more affordable and easier access virtually, and continuing efforts to deliver good value and effectively market the event. Exhibitor participation was about half of face-to-face in terms of number of companies participating, and we understand this is not unusual for virtual events, and in fact exceeded our exhibit manager's expectations of about 30% participation.

"Unprecedented Times"

While the phrases "unprecedented times" and "extraordinary circumstances" feel a little cliché fourteen months into the pandemic, the COVID-19 global pandemic impacted ACRL 2021 conference planning in the most exceptional ways. ACRL 2021 was originally planned to be an in-person conference held at the Washington State Convention Center in Seattle, with more than 5,000 conference attendees and exhibitors traveling to Seattle from across the globe. As the pandemic progressed throughout 2020, ACRL staff monitored the health, safety, and travel situation, and in October 2020 presented a recommendation to the ACRL Board Executive Committee to cancel the in-person conference and pivot to a virtual event. After the Executive Committee's confirmation via vote, ACRL staff quickly switched gears and closely coordinated with the ACRL 2021 Conference Chair, ACRL 2021 Coordinating Committee, and fifteen ACRL 2021 component committees to make programmatic and financial decisions for the new virtual conference in a very short amount of time.

Switching to Virtual

After extracting the association successfully and without penalties from the Washington State Convention Center, six hotels, and one museum contract due to solid Force Majeure clauses and good legal support, the first and most pressing task was to select the platform to host the virtual conference. ACRL staff met with the ACRL 2021 Conference Committee and discussed what they hoped to accomplish with the new virtual event and what sort of features they desired for the virtual conference platform. It was clear that a big priority was accomplishing as close to the actual number of programs we were planning for the event in Seattle in the virtual environment. For ACRL, that meant 362 programs in seven different formats (from five minutes to 60 minutes in duration and widely varying degrees of engagement and participation).

Exhibitors and sponsors wanted high-visibility opportunities in the platform, opportunities for live demos, and analytics that show booth activity and lead potential. ACRL staff researched and participated in demonstrations of eleven different platforms with a wide range of services, support, engagement, accessibility, and cost and selected MeetingPlay for the ACRL 2021 Virtual Conference platform.

MeetingPlay's platform features included:

- **API integration with our registration provider** which allowed for day-of registration, a valuable tactic in maximizing registration
- **Speaker training** for both live and on-demand presenters
- Unique **onboarding experience** where attendees' video and mic are checked and then they review the communication preferences and time zone to ensure a seamless experience from the start
- **Artificial Intelligence** engines suggested similar attendees that they could easily meet via chat or 1:1 video chat (given communication preferences), as well as **programs** they might be interested in based on their selections.
- **Networking and engagement features** included social feed, gamification, chat, discussion boards, favorites, note taking, celebration suite, and attendee sentiment where attendees can react to sessions with "likes" "ovations" and "hearts" and the icons float up during the sessions to encourage the presenters.
- **Exhibitors** received similar **engagement features** in their booths and at certain levels have the ability to **host a live demo** in their booth as well as post special offers, videos, polling and have access to a report in their portal that will show them all of the **analytics of their booth performance and interactions**.

42.61% of evaluation respondents said their **ACRL 2021 virtual conference experience** was "somewhat better" when compared to other virtual events, with an additional 29.45% indicating it was "about the same." (6.75% noted this was the first virtual event they attended.)

Programs

ACRL 2021 featured 308 conference programs, with about one-third of programs offered as live or semi-live programs, while two-thirds were made available as on-demand programs. With the addition of social and wellness events, 362 scheduled sessions were offered as part of ACRL 2021.

- 73.59% of evaluation respondents said ACRL 2021 offered “about the right number” of conference programs.
- 86.34% of respondents “strongly agreed” or “agreed” that they learned something they could apply quickly to their work.

Keynote speakers included writer, sociologist, and MacArthur Fellow Dr. Tressie McMillan Cottom and data journalist, writer, illustrator, and producer Mona Chalabi. Invited presenters included Kaetrena Davis Kendrick, Dean of Ida Jane Dacus Library, and Louise Pettus Archives & Special Collections at Winthrop University; Jennifer Brown, Jennifer Ferretti, and Charlotte Roh, administrators of We Here, an online community for Black, Indigenous, and people of color (BIPOC) in LIS professions and educational programs; and Meredith Clark, Assistant Professor of Media Studies at the University of Virginia, whose research interests include Black Twitter, cancel culture, and systemic racism in US news media.

Conference attendees received access to session recordings through May 13, 2021. Additionally, ten of the top most-liked conference programs were made freely available on the ACRL website post-conference.

Equity, Diversity, and Inclusion

Measures to support ACRL’s core commitment to equity, diversity, and inclusion included: participation limits to allow as many individuals as possible to present, a call for participation equity statement, an acknowledgement of the land and water where we originally intended to gather, use of an optional strategy called progressive stacking for asking questions that is intended to give marginalized voices a chance to speak (particularly in an environment where there is a dominant group), and a statement on site selection affirming our commitment to making conferences inclusive and accessible.

Registration rates included discounts for non-salaried, retired, and student participants and pronoun fields were included for profiles. Care was also taken to allow frequent breaks in the schedule, include wellness activities and offer programs from five to 60 minutes maximum, as well as avoid content that might be audibly or visually over-stimulating. Speakers were also given *Tips for Accessible Presentations* and Equity, Diversity, and Inclusion recorded resources before preparing presentations.

- 65 conference programs (21%) selected Equity, Diversity, and Inclusion as their primary tag.
- 91.32% of evaluation respondents indicated conference programs “very effectively” or “somewhat effectively” addressed their needs concerning Equity, Diversity, and Inclusion.
- 91.60% of respondents agreed that the virtual conference provided a welcoming, inclusive, and engaging environment.

Doing Good

In keeping with our biennial conference efforts to give back in some way, the ACRL 2021 Local Arrangements Committee reviewed several charities for optional donations to be included on the registration form. They expressed a desire to give back to the Seattle community where the original event was to be held. They selected **Northwest Harvest** as Washington state’s leading hunger relief agency. In addition to ensuring access to food for those suffering from hunger, they aim to shift public opinion and

change policies and practices that perpetuate hunger, poverty, and disparities. All donations were matched by ACRL and the result was **126** individual donations that after being matched by ACRL, totaled **\$3,612**.

Exhibits

93 companies were represented in the ACRL 2021 virtual exhibit hall. All exhibitors received the following as part of their standard exhibit: **virtual exhibit booth** including company logo and description, staff list, one prerecorded video, special offers and digital downloads, and live peer-to-peer video chat and text chat; **booth metrics** with a live company-specific URL to capture leads; **complimentary full conference registration**; **chat room** for exhibitor and sponsor offers; and pre-show and post-show **attendee lists**.

In addition, exhibitors could purchase **optional enhancements** to complement their booth presence including live booth demos, retargeting ad packages, and branded sponsorships.

- 81.19% of evaluation respondents agreed that the virtual exhibit hall included products and services of interest.
- 77.83% responded that they were able to virtually engage and interact with exhibitors.

Networking and Engagement

Networking with peers is always rated as one of the top reasons to attend the ACRL Conference. We attempted to provide as much networking and engagement as possible in the virtual platform. Virtual networking opportunities included a social wall to share pictures and comments; discussion boards; social events such as DJ Happy Half Hours and Silent Reading Party; a DIY 5K; live, interactive Social Sessions; gamification activities with a leaderboard; Celebration Suite for ACRL 2021 scholarship recipients, ACRL 2021 conference chair, Academic/Research Librarian of the Year, and more.

- 24,280 comments made in chats, discussion boards, and social wall
- 88,076 gamification points earned by attendees
- 402 pictures posted on social wall
- 14.24% of evaluation respondents indicated they established a connection with people they did not know (or did not know well) that they plan to maintain.

Each ACRL staff member was empowered to surprise and delight an attendee with a \$25 Visa gift card for any reason they wanted to reward; recipients included: "most engaged scholarship recipient;" "amazing dance moves and energy during DJ Happy Half Hour;" "incredible DIY bike helmet for the 5K;" and "first person to introduce themselves in a session."

Budget Overview

Staff extensively reworked the ACRL 2021 budget in fall 2020 after switching to a virtual-only conference. Since this was the first-time budgeting for an all-virtual conference, staff looked at past figures, metrics, and virtual conference trends and took a conservative approach when budgeting for revenue. Registration was based on 2,250 attendees and exhibits budgeted at 77 booths. Staff also took measures to reduce conference expenses wherever possible.

As a result of stronger than anticipated registration, exhibits, and sponsorships, coupled with expense savings, the ACRL 2021 Virtual Conference is projected to be a financial success with an anticipated net on par with past in-person conferences.

Successes and Areas for Growth

Reflecting back, some of the positive aspects to carry forward for future ACRL Conferences include:

- Presenter participation limits to allow as many individuals as possible to present.
- Equity statement as part of the Call for Participation.
- Shorter session formats in the five-to-fifteen-minute range.

We will strive, as always, to continue to improve future events based on all the lessons learned and all the feedback we receive. Primary areas for growth and improvement are:

- Consistent, high-quality closed captioning.
- Communicate more proactively about conference features that provide accessibility and promote inclusion.
- Consideration of a discounted speaker registration rate.

ACRL Election Result Comparison													
										2020 versus 2021			
	2011 Election	2012 Election	2013 Election	2014 Election	2015 Election	2016 Election	2017 Election	2018 Election	2019 Election	2020 Election	2021 Election	Difference from 2020	% Difference from 2020
ANSS total ballots cast	101	99	110	100	100	144	137	156	133	125	108	-17	14.59%
ANSS total membership	467	435	441	430	466	528	566	606	657	567	555	-12	2.14%
% Participation	22%	23%	25%	23%	21%	27%	24%	26%	20%	22%	19%	-3%	
Arts total ballots cast	126	130	134	124	130	143	137	139	124	147	130	-17	12.27%
Arts total membership	889	833	804	749	763	780	838	853	951	845	833	-12	1.43%
% Participation	14%	16%	17%	17%	17%	18%	16%	16%	13%	17%	16%	-2%	
CJCLS total ballots cast	203	212	251	211	260	244	217	247	229	222	238	16	6.96%
CJCLS total membership	1314	1242	1270	1171	1216	1213	1209	1184	1293	1144	1,101	-43	3.83%
% Participation	15%	17%	20%	18%	21%	20%	18%	21%	18%	19%	22%	2%	
CLS total ballots cast	583	551	621	535	581	630	569	589	605	583	579	-4	0.69%
CLS total membership	2775	2678	2620	2475	2558	2555	2619	2747	2986	2616	2532	-84	-3.26%
% Participation	21%	21%	24%	22%	23%	25%	22%	21%	20%	22%	23%	1%	
DOLS total ballots cast	329	330	370	295	346	342	336	349	323	321	386	65	18.39%
DOLS total membership	1521	1493	1536	1486	1511	1541	1480	1397	1433	1272	1469	197	14.37%
% Participation	22%	22%	24%	20%	23%	22%	23%	25%	23%	25%	26%	1%	
DSS total ballots cast								400	396	404	337	-67	1.08%
DSS total membership								1762	1833	1577	1429	-148	13.11%
% Participation								23%	22%	26%	24%	-2%	
EBSS total ballots cast	222	222	241	168	213	249	241	253	241	215	217	2	0.93%
EBSS total membership	820	788	796	741	799	854	859	832	853	782	760	-22	2.85%
% Participation	27%	28%	30%	23%	27%	29%	28%	30%	28%	27%	29%	1%	
ESS total ballots cast								153	117	119	102	-17	1.81%
ESS total membership								574	539	482	450	-32	4.72%
% Participation								27%	22%	25%	23%	-2%	
IS total ballots cast	968	938	1042	832	990	1092	951	1003	904	851	836	-15	1.78%
IS total membership	4283	4039	4173	3954	4087	3879	3857	3740	3826	3292	3082	-210	6.59%
% Participation	23%	23%	25%	21%	24%	28%	25%	27%	24%	26%	27%	1%	
LES total ballots cast	103	89	115	121	116	132	125	120	125	124	103	-21	18.50%
LES total membership	594	567	538	519	565	620	636	653	685	629	568	-61	10.19%
% Participation	17%	16%	21%	23%	21%	21%	20%	18%	18%	20%	18%	-2%	
PPIRS total ballots cast	98	104	111	98	95	116	113	132	129	132	130	-2	1.53%
PPIRS total membership	483	449	433	403	411	444	486	539	580	511	531	20	3.84%
% Participation	20%	23%	26%	24%	23%	26%	23%	24%	22%	26%	24%	-1%	
RBMS total ballots cast	320	297	375	284	304	363	338	363	342	371	348	-23	6.40%
RBMS total membership	1785	1677	1648	1602	1643	1688	1690	1740	1758	1552	1503	-49	3.21%
% Participation	18%	18%	23%	18%	19%	22%	20%	21%	19%	24%	23%	-1%	
STS total ballots cast	295	291	334	291	277	310	320	311	286	303	300	-3	1.00%
STS total membership	1340	1288	1271	1205	1260	1253	1284	1243	1250	1120	1071	-49	4.47%
% Participation	22%	23%	26%	24%	22%	25%	25%	25%	23%	27%	28%	1%	
ULS total ballots cast	1123	1076	1167	1013	1044	1215	1122	1103	1063	1065	986	-79	7.70%
ULS total membership	4809	4580	4425	4082	4107	4075	4083	4005	4056	3576	3474	-102	2.89%
% Participation	23%	23%	26%	25%	25%	30%	27%	28%	26%	30%	28%	-1%	
WGSS total ballots cast	108	100	120	104	146	172	200	225	214	202	182	-20	10.42%
WGSS total membership	447	411	418	425	534	658	785	872	978	892	855	-37	4.24%
% Participation	24%	24%	29%	24%	27%	26%	25%	26%	22%	23%	21%	-1%	
Total Section ballots cast	4736	4582	5144	4310	4731	5328	4970	5543	5231	5588	4982	-606	11.47%
ACRL Board ballots cast	2655	2596	2833	2362	2584	2764	2546	2564	2340	2247	2182	-65	2.94%
ACRL Personal Membership	11,900	11,472	11,426	10,847	10,909	10,451	10,302	9,888	10,099	8,572	7,972	-600	7.25%
% Participation	22%	23%	25%	22%	24%	26%	25%	26%	23%	26%	27%	1%	



Board of Directors Report Form

To: ACRL Board of Directors

Subject: ACRL Awards Task Force: interim report

Submitted by: Merinda Kaye Hensley, Awards Task Force co-chair; Erin T. Smith, Awards Task Force co-chair

Date submitted: June 4, 2021

Background

The ACRL Awards Task Force has convened several times over the spring. Meetings conducted to date with the full group have primarily served to understand the questions within the charge and their context, strategize methods of seeking outside input, and establish the scope of work. The task force has divided into smaller sub-committees to investigate the assigned questions in its charge. Subcommittees include:

- History, Overlap & Gaps
- Value of Current Awards
- Other Models of Recognition
- Awards through an EDI Lens

Award chairs are working with ACRL staff liaison Chase Ollis to understand and address the sustainability of the awards program's funding mechanisms.

The task force is on track to meet the November 2021 deadline for submitting a final report. Below is a working timeline of the task force's work:

Timeline

March-May 2021: Convening of the Committee; Understanding the charge; Creation of workgroups that will focus on specific aspects of the charge

June 2021: Workgroups will convene; Workgroups will develop workplans for their areas

Electronic submission is preferred for all Board forms. If electronic submission of the entire document is not possible, please send the Discussion Form to ACRL Program Officer Allison Payne electronically at apayne@ala.org and the remainder in hard copy.

July-August 2021: Workgroups will accomplish workplans; Co-chairs will work with ACRL staff to understand and address award sustainability

September 2021: Workgroups and co-chairs will draft reports and submit them to the Task Force

October 2021: Co-chairs will integrate draft reports into a single report addressing all elements of the charge.

November 2021: Final report due to ACRL Board.

Questions for the Board to Discuss

N/A

Stakeholders

Stakeholders will be consulted in this process—those details will be part of the Work Group’s workplans. The co-chairs will provide oversight to make sure the efforts of the 4 work groups are cohesive and complementary (i.e., we will make sure the same stakeholders don’t get two separate surveys from two separate work groups).

Strategic Goal Area Supported

Please add additional sheets as needed to explain. Select the goal area that will be affected most by this action.

☐

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☒

Enabling Programs and Services

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